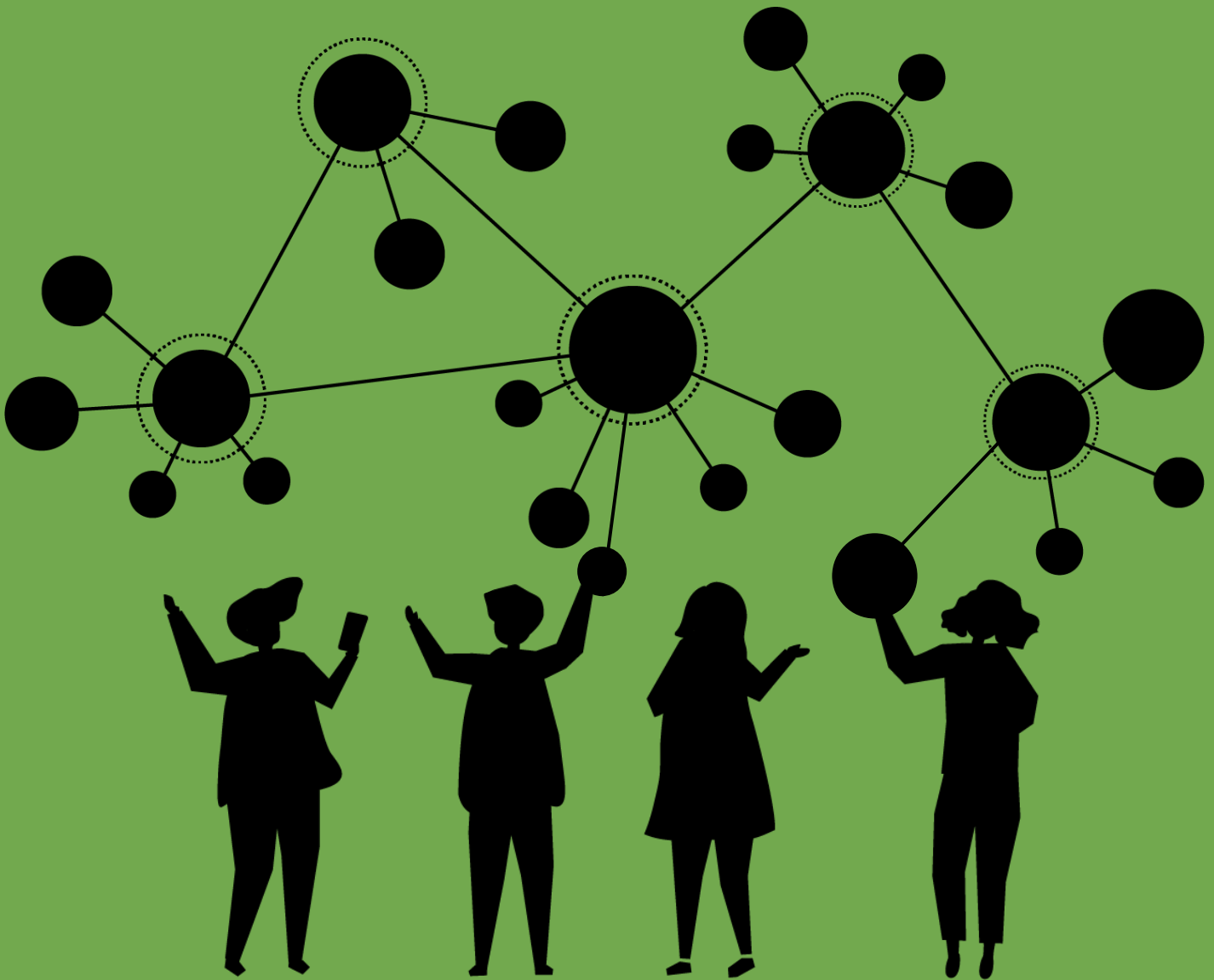


VOTER INFORMATION GUIDE

2020 Clark County School District
Board of Trustees Elections



This guide was created for educational purposes only. **Opportunity 180 does not endorse or support political candidates.** Written responses submitted by candidates were not summarized, shortened, or altered.

VOTER INFORMATION GUIDE

2020 Clark County School District Board of Trustees Elections

Great schools should be accessible to kids and families in every neighborhood. As parents and community members, you need as much information as possible about the decision-makers that will affect your neighborhood, your school, and all kids.

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Your Neighborhood. Your Schools. All Kids.



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CCSD Board of Trustees Election FAQs

What is the Clark County School District Board of Trustees? The CCSD Board of Trustees is a seven-member group that governs the Clark County School District. Each Trustee represents a different geographical area within Clark County. The Board of Trustees establishes CCSD policies and employs and evaluates the performance of the superintendent.

[Click here to find out which Trustee District you live in.](#)

Are CCSD Trustees Elected or Appointed?

CCSD Trustees are elected to four-year terms. This year, CCSD Trustee elections will occur for Districts A, B, C, and E. First, a primary election will occur with voting to conclude on June 9, 2020. The two candidates in each Trustee District who receive the highest number of votes during the primary election will advance to the general election on November 3, 2020. However, if one candidate receives more than 50% of all votes within a district during the primary, that candidate will win the race and will serve as that District's Trustee beginning in January of 2021.

How Do I Vote in the Midst of this Pandemic? Due to COVID-19, Nevada is conducting its June 9 primary election by mail, with at least one early/election day voting site to remain open. All voters registered to vote before the below-listed deadlines will receive a mail-in ballot for the June 2020 primary election. Nevadans are encouraged to register to vote or ensure their voter registrations are up-to-date by [clicking here](#). Voters in Nevada do not need to declare a party affiliation to vote in the Clark County School District Trustee primary elections but must declare a party affiliation if they wish to vote in partisan primary elections for other positions.

Key Dates:

Tuesday, May 12, 2020

Deadline to register to vote or to update your existing voter registration by mail.

Monday, May 18, 2020

Date by which you should receive a mail-in ballot packet from the Clark County Election Department, including ballot instructions, your ballot, a pre-addressed and postage-paid envelope for returning the ballot. If you are registered to vote and do not receive your ballot by this date, you are encouraged to call the Clark County Election Department at (702)455-8683.

Thursday, May 21, 2020

Last day to register to vote or update your voter registration online and to be eligible to vote by mail-in ballot in this election. If you register to vote between May 18, 2020 and May 21, 2020, you can call the Clark County Election Department at (702)455-8683 to confirm that you will be receiving a mail-in ballot.

Friday, May 22, 2020 – Thursday, June 4, 2020

If you register to vote [online](#) or update your existing registration [online](#) between these dates, you will not receive a mail-in ballot, but can vote by appearing in-person at the Clark County Election Department, located at 965 Trade Dr., Suite F, North Las Vegas, NV 89030, between May 23 and June 5, or on Election Day, June 9.

Tuesday, June 9, 2020

Your mail-in and completed ballot must be postmarked by June 9, 2020. Same-day voter registration and in-person voting will occur on this date from 7:00 a.m. to 7:00 p.m. at the Clark County Elections Department, located at 965 Trade Dr., Suite F, North Las Vegas, NV 89030.

Tuesday, November 3, 2020: General Election Day

How To Vote by Mail

The **June 9th** Primary election will be **VOTE-BY-MAIL ONLY**. Look out for your ballot to arrive by **May 18th**. If you do not receive one, contact the Clark County Registrar at (702) 455-VOTE (455-8683).

Registration

Only registered, active voters will receive a mail ballot. To check or change your registration go to:
www.RegisterToVoteNV.gov

STEP 01



STEP 02

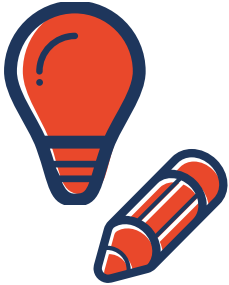
The Ballot

The ballot will include instructions and a postage-paid envelope to send it back.

Filling it Out

Use black or **blue** ink. Choose ONE selection for each position. Sign your ballot and seal the envelope.

STEP 03



STEP 04

Check Ballot

Make sure you sign the ballot AND envelope. To count, your **ballot MUST be signed..**

Send Ballot

Put your completed ballot in the mail! Ballots must be postmarked by **June 9th!**

STEP 05



A

DISTRICT A CANDIDATES

Why are you running for CCSD Board of Trustees?

Your Neighborhood.
Your Schools.
All Kids.



Kari Deike

I spent 30 years teaching within CCSD, and I have seen a steady decline in the education of our children. We have lowered academic standards, and we have allowed the students to expect less of themselves in the process. As a Trustee, I want to encourage positive relationships between teachers, parents, trustees, and the superintendent so that--together-- we can assist the students in becoming capable, functioning, contributing adults.

[Click here for full questionnaire.](#)

Lisa Guzman

I am an education advocate. I have been watching the Clark County School District since moving to the valley four years ago. I have been watching the way that policy is implemented and the way that the community, students, and staff are told about the policies. I was sitting at a meeting with people who are members of the Clark County School District community. We were looking for a candidate that is: an education advocate, experience with lobbying for educational issues, a policy and research person, and someone who will ask questions on behalf of their community. Then, the people at the meeting realized they were stating my experience and my passions. So, as a team we decided I would run.

[Click here for full questionnaire.](#)

Amanda Kennedy

If this were a job interview and not an election, I'd be the most qualified candidate. I've always dared to challenge status-quo and that's what this district needs - we've seen what happened when leadership cares more about their popularity than what's right.

We've seen what happens when hard decisions are kicked down the road to spare adult egos or interests and I know kids deserve better. I am beholden to myself and my kids - my moral compass - not campaign promises to donors.

If this were a month ago I'd tell you I'm doing this to serve my community because I'm a mom who is a problem solver, not afraid to take on unpopular topics to move CCSD to a better place. Today, I'll tell you Today, I'll tell you WE NEED BETTER PLANNING. I have a background in high level disaster response and can serve as a resource for CCSD to lead a task force or sub committee to ensure better academic planning should we ever face school closures in the future. I say "never let a crisis go to waste" and that's true here - the current situation has shown us where there was failure to plan - it's time to face it and do better.

[Click here for full questionnaire.](#)

A

DISTRICT A CANDIDATES

Why are you running for CCSD Board of Trustees?

Your Neighborhood.
Your Schools.
All Kids.



Liberty Leavitt

I have spent my entire career in education, serving as a teacher, magnet theme coordinator and recruiter, administrator at central office, and now I work at a two-generation education non-profit. I have deliberately chosen my career path to experience and understand the different entities that comprise CCSD. For the last 10 years, my positions have revolved around community outreach and development, and this has allowed me to build relationships with community and business leaders across the state. Through my experience, I have witnessed firsthand the disconnect that exists throughout the district and between the district and our community. I want to bring insight and cohesiveness to the board and help bridge those gaps so that we can focus on what is most important, student achievement.

[Click here for full questionnaire.](#)



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Jshauntae Marshall

I am running for Clark County School Board to restore the value of a parent's voice in matters which impact our community and students. In all my years, I have never seen greater need for parental involvement as this. While important financial decisions are at the helm of every business, and should be taken very seriously, these decisions must coincide with mindfulness and ethical standards which reflect what is good for all who could be impacted by the decisions we make as servant leaders. As parents and community advocates it is our moral responsibility to be a voice of guidance for all members of the student body. Student and teacher rights are just as important to the success of our district. I believe that it is our duty to have a direct involvement in the decision-making process when it comes to the educational standards of which our children are held to.

I am aware of the vast opportunities for change that exist within CCSD, some of which I have had to overcome as a parent, former employee, and advocate. There is no "one way" to fix the district. We will however change the standard and bridge the opportunity gaps through collaboration, logical reasoning, mindfulness, and sheer determination. CCSD has moved in the defense of these challenges for quite some time. Taking a reactive approach always seems to be the way of response. It's my belief that through strategic project management and accountability we will get on the other side of our challenges and diligently get ahead of them. Then, we become proactive instead of reactive. I look forward to continuing my advocacy as we navigate the murky waters towards change. Together I am confident that we will reshape the culture of CCSD and make school a safe place to learn, where learning is fun, health and wellness is promoted, where students will no-longer have to battle being targeted for not belonging nor endure hate or bias motivated behavior, where educators will no-longer have to struggle with work, life, balance, and uncomplimentary pay, substitutes can become documented peers with equal benefits, where there will be increased school based resources to families of students with disabilities, and support staff will feel supported and appreciated.

[Click here for full questionnaire.](#)

A

DISTRICT A CANDIDATES

Why are you running for CCSD Board of Trustees?

Your Neighborhood.
Your Schools.
All Kids.



Anand Nair

I have lived in the Henderson area for 24 years and am a graduate from Brown Junior High and Basic High School. Since graduating in 2000 I have spent my career in banking and investments, and I believe that makes me uniquely suited for this Trustee role. I believe that our children are not receiving the quality education they need to be successful in the “real world” and the only way to fix that is to have strong leadership from the top down.

[Click here for full questionnaire.](#)

Michael Rowe

I sincerely believe that I can make the CCSD a community where everyone is treated equally with respect and we follow the law. I’m passionate about fiscal responsibility and civil rights.

[Click here for full questionnaire.](#)

Note: Questionnaire response not received by candidate Andrew Cartwright, District A.





DISTRICT B CANDIDATES

Why are you running for CCSD Board of Trustees?

Your Neighborhood. Your Schools. All Kids.



Kasina Douglass-Boone

As a parent, employee, and product of the Clark County School District, it is my mission to bridge the gap between home-life, school, and the community by looking through lenses of the educational process for students.

As an active parent in CCSD, I worked with my children's administration and school staff to provide educational support and encouragement to my family and other families in the community.

As an employee, I hold a position as a social worker in the district. I see the areas of strength and weaknesses of CCSD and the concerns of school funding to support schools. School funding allocations have been an important topic in the district and we need to forge a way for the discussion to have a 100% solution.

As a native of Clark County, several changes have been made throughout the years, and it's time to stop and observe what has worked over the years, before the continuation of spending funds of unnecessary resources, as it relates to curriculum. [Click here for full questionnaire.](#)

Cortland Hill

I'm running for CCSD TRUSTEE to help work towards a new culture within CCSD, a culture that consists of teachers and faculty having the resources needed to help our students achieve success, a culture that shows students that they have support and every resource possible to get them to the next level! A culture where the parents of our students can expect full transparency when it comes to their children and things happening around their child's school as well as around the school district!

[Click here for full questionnaire.](#)

Jeffrey Proffitt

I have been in education for most of my professional career and have seen firsthand the changes that it can make in a person's life. For close to 20 years, I have been working with CCSD in various capacities to better student outcomes and provide a pathway for students to college and careers that offer great wages and benefits. I am running because I know that CCSD can provide better education by modernizing the entire system and allowing parents to be more active in their children's education.

I am the Business Manager of Sheet Metal Local 88. I am also part of the larger Sheet Metal, Air, Rail and Transportation Workers (SMART) International. I understand and have done extensive work with large organizations and budgets. Through our local trust funds, and 401k, of just over one billion dollars, and international trust funds, and 401k, in excess of eight billion dollars, I understand the details that go hand-in-hand with large organizations.

My expertise is in the construction industry, and particularly in construction education. I know there are ways to better spend taxpayer dollars to get more out of construction and maintenance expenditures. There is no one running in District B with more budgetary experience, and health and pension background, matched with classroom and educational administration than myself.

The one attribute that I would like to highlight is that my decision making does not come from an eccentric political philosophy and that every situation, as Trustee, deserves my full attention, research and empathy. Campaigning in this environment is very difficult and showing this attribute through social media and electronic means is very difficult.

[Click here for full questionnaire.](#)



DISTRICT B CANDIDATES

Why are you running for CCSD Board of Trustees?

Your Neighborhood. Your Schools. All Kids.



Chris Shank

I am running for this office because I want to be a catalyst for real change on the Board. I am more interested in building consensus with the board than promoting myself. I want to be a voice for the constituents I represent, and an advocate for the students, teachers, and administrators that make up this School District.

[Click here for full questionnaire.](#)

Jack Stanley

There is so much to be fixed in CCSD and NDE that the only way I can be pro-active is to be elected to represent the citizens, teachers, administrators, parents and most importantly the students of District B in leading the way turn this around quickly. I do not wish to just BE on the board, but to DO on the board, and to serve as its president. I vow to only use politics as a means to success, to stand up against what doesn't make sense, and build innovation from the bottom up.

I have and will continue is to be read up on Nevada Education and CCSD. The history, culture, logic, laws and regulations. I have sought out and will continue to see out the input and advice of those who have gone before. With a nod to the ABC Board, I hope that regardless of whom they "commit significant resources" and deem have "proven worthiness to be an elected member of the school board." To prepare for school board service I have and will continue to seek the counsel of those with extensive experience, such as the ABC Board.

Jack Stanley Continued

I will soak up everything that that they throw into my feeding source. I look for history, context. I will from the beginning seek to weed out traditions and methods from "that's just the ways it's always been done" issues to "this is a deep legacy of unique approach and method that makes us unique, special, or blessed." For example, if the seniors were told they could not take the traditional EOY hike at Red Rock Canyon to go see the sun rise on their final day of school because of current COVID restrictions. It is only by knowing the history and context of that annual pilgrimage that would give the necessary perspective to the decision makers should an organization seek to cancel that event.

I am running because I believe the school board can be run better and the district be more targeted and informed if its board members are educators themselves. I have been seeking counsel, guidance. I have been reading history, legislation, regulations, and blogs. I have been watching/listening to school board meetings off all types. I have made phone calls to those recommended to me as extremely adept in the business of the board. I will continue to do this up until election while making copious notes of the many more items I will need to make myself smart on should I be elected. Other than a "cut and paste" from the BoT GP-3: BOARD RESPONSIBILITIES , I'll just post the first: "Exercise informed oversight for the achievement of the Board Vision, Strategic Imperatives, Pledge of Achievement, and other support strategies; effective programs, processes, and operations; and improved learning for all schools." To me, the overarching responsibility of the board is the first. Oversight. I see our role as that of a judicial branch. We change and guide direction of the school board, in a sense serving as a judicial branch to the executive/operational branch, and the legislative branch comprised of the city, county, state, and federal governments.

[Click here for full questionnaire.](#)



DISTRICT B CANDIDATES

Why are you running for CCSD Board of Trustees?

Your Neighborhood. Your Schools. All Kids.



Bryan Wachter

I want to serve as a Trustee because I believe we can do more for our children. My wife is a CCSD teacher and we're raising our sons in District B, the same district where I attended school. I have spent my career building consensus between government and business, and I see firsthand the central role that education plays in every facet of society.

Our system is clearly broken for the vast majority of our students; more than half of our fourth graders and more than half of our eighth graders are not proficient in basic math and reading. That has a lifetime impact on each of those students. I can't sit by and watch us fail these students when I know with stronger leadership on the School Board, we make things better. As a trustee I can make an impact for my kids, your kids and improve the reputation of Clark County's education system in the community.

I have not previously run for office, but I've spent more than a decade working with government at all levels, and as a CCSD parent, I'm a regular attendee at Trustee meetings to do my part to make sure parents voices are represented.

[Click here for full questionnaire.](#)

Katie Jo Williams

I want to serve as a Trustee because my daughter will be entering school in District B this year. With everything I have seen, I want to take a more direct approach to being involved in her education by finding ways to change the way the district operates for the better. This is the first time I have run for office, but I don't see this as a political position—I see it as a place where I have the opportunity to represent the area I live in, in a way that directly affects myself and my family. I am not a career politician, and I have never run for another office. I'm not focusing on any kind of political career, I just want to be. Servant leader to the people of District B.

[Click here for full questionnaire.](#)

Note: Questionnaire response not received by candidate Ebony Sherman, District B.



DISTRICT C CANDIDATES

Why are you running for CCSD Board of Trustees?

Your Neighborhood. Your Schools. All Kids.



Antonio Bowen

the reason why I'm running for school board trustee, it is time to restore our education system it's time for us to go in a New direction and I have a clear vision that will help CCSD become more equitable and reliable.

[Click here for full questionnaire.](#)

Barbara Dreyer

I am running for the CCSD Board of Trustees in order to bring my education, my experience as a former CCSD High School Science Teacher, and my passion for the profession of education to the Board of Trustees. A member of the Board of Trustees must understand the essential mission of the Clark County School District to effectively educate the children of Clark County. Based on my experience working with students of Clark County for over 20 years, I am the best candidate for this position, since I am a Professional Educator. In preparation for running for office, I have researched Nevada Revised Statutes relating to school districts, and other applicable Nevada Revised Statutes. I have also researched policies promulgated by the CCSD Board of Trustees in relation to management of the school district. I have also spoken to elected officials including Trustees about the state of the school district.

[Click here for full questionnaire.](#)

Carol Ferranti

My choice to run for Clark County School District C Trustee is in part because of my son Peter. Peter has been facing many adversities both neurological and intellectual since the 5th grade. He has inspired and encouraged me to help be his voice and the voice for all children within the Clark County School District. As a parent with a child who has neurological and intellectual disabilities, I have fiercely advocated for my son while experiencing overwhelming challenges, making difficult choices, communicating with various educational professionals and specialists. During the past eleven years I have had to self-educate on special educational rights such as Individuals With Disabilities Education Act or IDEA and Free and Appropriate Public Education rights or FAPE which applies to all students within the district. I believe that I am prepared to serve through my extensive public service background during my law enforcement career, educational, and personal experiences involving the Clark County School District. These experiences both good and bad, I believe give me the understanding on how to achieve a positive impact as a progressive Trustee and board member.

[Click here for full questionnaire.](#)



DISTRICT C CANDIDATES

Why are you running for CCSD Board of Trustees?

Your Neighborhood. Your Schools. All Kids.



Evelyn Garcia Morales

I am running for CCSD School Board Trustee, District C because I want to make students the center of our work and serve as the community's advocate for quality public education. Throughout my career, I have focused on improving the lives of others through education. After graduating from Mojave High School, I led youth and family programs at YMCA outreach sites. I returned to Las Vegas three years ago after spending 11 years in Washington, D.C. leading national educational and leadership programs for Latino high school and young professionals. Today I have the privilege of helping high school students achieve their post-secondary dreams as Executive Director of the Fulfillment Fund Las Vegas.

I am proud to share that District C has shaped me into who I am today. I believe our community is extraordinary and deserves board members who will advance the vision of the district, ultimately benefiting all students and families. To prepare for school board service, I have communicated with various stakeholders about my vision for education, as well as to seek their valuable counsel and input, and have advanced my own educational career.

I participated in various training sessions from Emily's List on fundraising, digital media, communications, campaign management, and more. Some of the most valuable sessions were about how to readjust a campaign strategy amidst the new campaign environment of a global pandemic.

Evelyn Garcia Morales Continued

In addition to holding a master's degree in Organizational Development and Knowledge Management from George Mason University in Virginia, I earned a Dare to Lead Certification for leadership and organizational development professionals, based on the research of Dr. Brené Brown.

Along with my formal education, I am leaning on my experience as a founding board of Nevada Prep Middle School. I joined this charter school in 2017 in order to expand my limited knowledge in this subject area. During my time on this board, I served on the student achievement committee and the facilities search committee. In its first year, Nevada Prep Middle School was recognized by the Nevada Department of Education as a Shining Star School for significantly outperforming the State average in serving all students. Nevada Prep serves a diverse population, 22% of English Language Learners, 80% Free or Reduced-Price Lunch and 15% Special Education students and over 70% of the population is Hispanic. This school is representative of CCSD's population and a proof point that a system with similar demographics can achieve Shining Star status. My experience on this board has proven it is possible. I also draw parallels to my experience at the Fulfillment Fund Las Vegas, when students are supported, and expectations are set high, young people will rise to the occasion.

Continued >



DISTRICT C CANDIDATES

Why are you running for CCSD Board of Trustees?

Your Neighborhood. Your Schools. All Kids.



Evelyn Garcia Morales Continued

As a CCSD board member I will have similar expectations in terms of academic achievement all our student population. Finally, to ensure I can focus on my campaign and subsequent role as Trustee, I have resigned from my position on the Nevada Prep board.

I am currently a member of the Leadership Las Vegas Class of 2020 to create meaningful relationships with people who are investing in strengthening Nevada. I also sought permission to run for office from my employer; there is resounding support for my candidacy.

Combined my personal and professional experiences have informed my decision to run for CCSD Board Trustee, District C. I am motivated to serve and make a positive difference in the lives of our school system and ultimately our students.

[Click here for full questionnaire.](#)

Tameka Henry

I am running for the CCSD Board of Trustees because I strongly believe that all students in my district and throughout Nevada need a strong advocate who will fight for them to ensure equitable learning opportunities are afforded. As a parent, educator and an engaged community member, I have personally witnessed many families in my situation fall through the gaps in our system. I intend to bring those issues to the forefront and fight for historically-underserved and under-resourced students.

Tameka Henry Continued

My ambition to help realize a better future is rooted in my experience serving on various community boards that directly seek input from students, parents and teachers. students.

I have dedicated my life to my community and have had the opportunity to serve as the Parliamentarian of Region IX Head Start Association where I am still a member; as the Chairperson of Acelero Learning Clark County Board of Directors; a Board Member of The Southern Nevada Association for the Education of the Young Child; Board Member of T.U.L.I.P.S. Teaching and Uniting Ladies to Inspire Positive Success; the Vice Chairperson of the North Las Vegas Library Board of Trustees; Committee member of Children's Advocacy Alliance Strong Start ; Ambassador for Make it Work Nevada; Member of Urban League Young Professionals; former Member of the (SOT) School Organizational Team for Canyon Springs and Sedway; current member of SOT at Jim Bridger; and Parent advisor for Aspen Institute in the initiative for post secondary success for parents. Additionally, I work with Three Square, Vegas Roots Community Garden and the Double Up Food Bucks to advocate for food security.

I believe it's time for me to take the knowledge and experience I have accumulated over the years to fight for high-quality education by sitting on CCSD Board of Trustees. This position will allow me to advance an agenda of equity and excellence for all of our students.

[Click here for full questionnaire.](#)



DISTRICT C CANDIDATES

Why are you running for CCSD Board of Trustees?

Your Neighborhood. Your Schools. All Kids.



Walter Jones

I am seeking election to the Board of School Trustees because Effective, genuine and sincere school board members focus on what is best for every student. They focus on student achievement and implementing policies that will ensure success for all students. They take advantage of opportunities to communicate the needs of public schools to other levels of government and advocate for strong public schools. I have the ability, courage, good sound judgement, even temper and tenacity to do this.

[Click here for full questionnaire.](#)

Noel Searles

I am running for CCSD Trustee because I want to bring about 21st Century solutions to a system that is stuck in the 18th Century. Working in I.T. has given me a unique view that needs to be brought to the board to work with the Superintendent and staff to ensure all technical needs are met.

[Click here for full questionnaire.](#)





DISTRICT E CANDIDATES

Why are you running for CCSD Board of Trustees?

Your Neighborhood. Your Schools. All Kids.



Elysa Arroyo

I am running for Trustee because CCSD is in desperate need of educator voices in education-related decision making and that every choice by the School Board and District MUST be student first.. I believe that my expertise in Education and in Public Administration and Policy give me a unique set of qualifications to affect positive change in this position.

[Click here for full questionnaire.](#)

Lola Brooks

I feel it's important to have a knowledgeable and experienced board, especially while the community deals with the impending financial and academic issues related to COVID-19.

[Click here for full questionnaire.](#)

Alexis Salt

I am running for Clark County School Board to bring the joy back to our public schools. In my 14 years as a highly successful classroom teacher I've learned that nothing can get accomplished if the children don't want to be there, so my #1 priority as a SB member will be to ensure a stimulating and safe environment for all of our students. I believe that as educators, it is our job to prepare our students for the futures that they want for themselves, not worry about arbitrary test scores and ratings systems.

Alexis Salt Continued

I know what the problems are in our schools because I've worked in our schools. I've seen first hand the consequences of decisions made by folks who have never stepped foot inside of a classroom. I've watched 8th graders tested over 60 hours in a year burst into tears because they just want a week without some sort of assessment. There has to be a better way!

I want to work with the community, parents, and especially students to fix the many issues Clark County School District face. Together we can find compromises to ensure that all of our kids have access to great community, magnet, and career-tech schools. It is my sincere belief that when we work together as a team, we can overcome the greatest obstacles. Join me in fighting for better for our kids, and for the professionals who teach them.

[Click here for full questionnaire.](#)

Note: Questionnaire response not received by candidates Christopher Craig, Tiger Helgelien, Tracey Lewis, and Cristina Robertson, District E.

Your Neighborhood. Your Schools. All Kids.

Great schools should be accessible to kids and families in every neighborhood. As parents and community members, you need as much information as possible about the decision-makers that will affect your neighborhood, your school, and all kids.

Additional Resources

- Not sure which CCSD Trustee District you're in? Here is a [map of CCSD Board of Trustees District Boundaries](#).
- [Nevada Ed-Watch](#) provides summaries of discussions and decisions made at every high-stakes public body meeting.
- O180's Interactive Map shows the [location of all public schools across Clark County](#). Select the Trustee District boundary lines in the *Overlay* box on the top-right.
- *Great Schools All Kids* is a data portal to [find out how public schools in your neighborhood are performing](#)— in Spanish and English.

Questions? Contact Athar Haseebullah, Director of Strategic Initiatives and General Counsel, at athar@opportunity180.org. Or Jana Wilcox Lavin, Executive Director, at jana@opportunity180.org.



VOTER INFORMATION GUIDE

2020 Clark County School District Board of Trustees Elections

Full Questionnaire Responses

On the following pages, you will find complete questionnaires voluntarily submitted by each candidate. Click here to visit the [Table of Contents](#) to find a specific candidate.



Kari Deike, District A

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

1. Enhance curricular rigor and student accountability
2. Provide safer learning environments
3. Ensure fiscal responsibility within CCSD

Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent? What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings?

Yes, these are two functions with which Trustees are tasked, but the name itself-- TRUSTee-- implies so much more. The board is being entrusted with the educational lives of the children sent to our schools each day. Because of this, student achievement must take priority at board meetings. The financial business is very important, but only as it ties to students.

How would you rate effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain.

For the most part, I feel that the board members came to this office because they genuinely care about the students. In recent times, however, there has been an increasingly adversarial tone to the meetings (parents angry with trustees, trustees upset with the superintendent, etc.) With so much needing to be done, we do not have the time to spend on petty quarrels or personal vendettas. Meetings agendas should be prioritized with student-centered topics coming first.

How would you rate the effectiveness of the current CCSD Superintendent, Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

I was initially very excited about the selection of Jesus Jara for superintendent. I felt that he would have the experience with tourism-based communities that we needed without the long-term ties to old friends that seemed to plague his predecessor. Since he arrived, however, I have not been able to figure out who he really is. One minute he is a commander; the next he rolls over. I would like to see a more consistent presentation from him as we need a strong educational leader.

What do you think makes up a high-quality education for students in Clark County?

Schools have only 13 years (K--grade 12) to assist students in gaining the knowledge and skills they need to be successful in the modern world. This would include a challenging curriculum

Kari Deike, District A – Continued

that takes into account various learning styles, a variety of evaluation methods, the expectation of a safe learning environment, and the ability to manage time effectively.

How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

We have failed our children. Far too many of our students are ill-prepared for higher education or for life outside of our walls. We have ‘dummied down’ the curriculum; we have allowed students to not hold themselves accountable; we have set them up for failure in college and beyond. We need to re-evaluate our priorities and focus on not just how many students we graduate but on the quality of the graduates, as well.

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

I have found that the star system is a quick way for the community to see how each school is performing--naturally parents would want their child at a five star facility. As a group, we need to look at the makeup of the higher achieving schools to see what can be duplicated at the lower ranked ones. In addition, we need to find the best-fitting leadership for the one and two star schools--educators with the dedication, drive, and people skills to motivate the staff and students.

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

I honestly cannot remember the last time I heard the topic of student achievement discussed (with the exception of when they spoke about credit deficient seniors). Their main focus, as of late, seems to be fighting the superintendent, the parents, and CCSD staff. So many of their statements are “me” centered instead of “student” centered which must change.

Do you think that student achievement should be used as a metric by which to evaluate teachers? How would you assess teacher performance? Please explain.

I believe that student achievement should be one factor used in teacher evaluation but it cannot be the only factor. I have seen amazing teachers in no-win situations, and I have seen poor teachers put in ideal situations. I think that we need to have a more multi-faceted means of evaluating our teachers, one that takes into account their efforts, their personal educational endeavors, and their commitment to the students and community.

Do you believe CCSD holds administrators to a high standard for the performance of their schools? How would you build on the way things are currently done? Please explain.

Kari Deike, District A – Continued

During my career, I had the opportunity to work with some of the most amazing administrators. They were fully invested in the school, the staff, and the students. They clearly enjoyed their job, and that positivity could be felt throughout the school. I have also worked for some of the worst--those who seem only to want power or to “check the box” for a promotion out of the

school setting. Every person involved deserves someone who genuinely wants to be there and who wants to see everyone succeed. In order to do this, I believe that principals should agree to at least a 5 year commitment when accepting the position, and they should be selected by the School Organizational Team along with additional parent and student input.

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

I have friends and neighbors whose children attend a nearby charter school, and they absolutely love it. As a parent, I appreciate that they have the option to find a school that best fits their child. As a public school educator, though, I am sad that we--as a district--were not able to provide that for them and they had to look elsewhere. The principal of this charter school was a well-loved administrator in 5 star CCSD schools, so it was a great loss when he chose to leave. It is time that our district looks at why these charter schools are so effective and take measures to make our schools competitive with them.

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature’s commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD

At first glance, the thought of breaking up such a large district seems valid. However, with each new district comes new questions to be answered. How will we fund each district (certain parts of town have a significantly higher tax base)? Who will oversee this new district (new bureaucracies)? How can we fairly zone schools so that each new district has a fair share of 1 to 5 star schools? How do we split services (transportation, food, etc)? There are so many issues to be ‘ironed out’ in advance, and I hope that no move is made until these are dealt with.

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

As a school librarian, I had a budget with which to work every year. It was nowhere near this amount, of course, but I was very careful with the funds entrusted to me. I did not spend money just to spend it; I looked for the best value as well as what would benefit the most students. I would approach the district’s budget in the same way--how can we spend the money most wisely and for the most impact.

How would you describe CCSD’s current financial standing? Please explain.

Kari Deike, District A – Continued

Every year, our school's budget seemed to get smaller and smaller. For 2020-2021, every state department is being told to expect even larger cuts due to the pandemic and the loss of revenue. Because of this, the district will need to look even more closely at where their money is going. Typically, CCSD will advertise cuts that they want to make to student programs since this gets people upset and stirred to action. After the trauma that this crisis has caused, I feel that it is more important than ever for student life to continue as undisturbed as possible. The necessary cuts will have to come from other places--higher level administration, central office expenditures, travel, etc.

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

When you compare our funding to other states, we are woefully underfunded. In order to change this, though, we need to change state law. Current monetary numbers come from The Nevada Plan which has been in place for years. From my reading, it appears as though our governor is proposing a new plan, but the details have not been finalized. It is imperative that we have educator input as this moves forward. In addition, our district needs to be able to honestly say that the money we currently receive is being well spent. More money will do no good if it is wasted.

Lisa Guzman, District A

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

1. The current COVID-19 budget cuts are going to affect the type of educational excellence that the students will receive. The CCSD budget will determine the resources educators will be able to utilize when educating the students.

2. AB469- This was intended to make schools their own districts, School Organizational Teams, and local control on the school budget. There were unintended consequences with this legislation that affects CCSD every day. One is the balance of staffing during the year. With transient student populations, school budget for the students they have. During the Fall and the Spring, the district places staff in different sites to better assist our students. This legislation is conducive to assist the district with this placement. This is only one of the problems, I am sure there are other ways to assist the district and students to be more efficient utilizing this legislation.

3. Restorative Justice Discipline- AB168- This should have been fantastic for educators and students. The thought process behind this bill was educationally sound. The implementation of this bill has not been done with the same thoughtfulness of the bill. The NVDOE Superintendent of Public Education sent out an implementation memo, but districts, and more importantly CCSD were not ready with professional development and guidance. I have witnessed administrators explaining it and I know they have never been to a restorative justice training. This is critical for our most vulnerable population.

Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent? What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings?

I have worked in education for more than 25 years. Boards spend time on policies, assessments, celebrations, and the superintendent's evaluation. I think the two primary goals of the board are setting policies, and monitoring the district's strategic budget that coordinates with the strategic plan. I think that the board needs to have an update on the strategic plan, and budget every board meeting. They should look at the public's comment, find how it fits the strategic plan, and see how it can fit within the strategic budget. An example is the substitute salary. CCSD has a need

Lisa Guzman, District A – Continued

for substitutes, and the assessment of our students is critical, so keeping an educator in the classroom is part of that strategic goal. How does raising the substitute's salary fit within the strategic budget? This is something that the board should discuss from dais. They should not sweep it under the rug. Also, within the strategic plan is the Star system. Educators dislike this system, but as an educator, I do not think the board looks at it strategically and within the goals. The Star system is so much more than assessment. It is the way a school is portrayed. If the board follows the strategic plan, then they should dig deeper than the assessments used for the Star System, and look at the leadership, how resources are used, what is happening in the SOTs and why a 3 Star School like Basic High School is not seen the same as a 3 Star School Foothills High School within the community. These are the issues in the district and the focus that should be made when looking at the 2 major items that a board member should spend time on: 1. The Strategic Plan; 2. The Strategic Budget.

How would you rate effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain.

I think the board members are doing their best to represent their communities. That said, their avoidance of the major issues within the district really affect how they are seen. Recently, Trustee Wright wanted to give certain powers to Superintendent Jara that had been given to other Superintendents across Nevada. This did not go well. Instead of looking at the motion, the reasoning behind it, and that the administration union read it wrong, she just said it was done in other places. Therefore, she voted yes. Actually, her vote was correct, but portrayed incorrectly and she did not help herself. The motion would not allow Superintendent Jara to invalidate the union negotiated agreements due to Nevada State Law 288. I think that when a motion comes up, CCSD has really intelligent people working for them and they should have equipped the Trustees with the research I did within my organization. They did not. Due to this, Trustee Wright was vilified on social media and the Trustees that went along with what was said on social media were called heros in the district. I believe that parents within my community and district would have appreciated my research and I do not believe they would have felt the same way for the same vote Trustee Wright made.

How would you rate the effectiveness of the current CCSD Superintendent, Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

I believe that the team that Superintendent Jara has around him are great. I have never met a more loyal group of professionals. They are knowledgeable and truly want to make the right decisions within the parameters Superintendent Jara gives them. I think that Superintendent Jara does not listen to anyone but that group. This is where I think he needs to improve. In the district there are 6 organized unions. All of them meet with him. When they talk about the working

Lisa Guzman, District A – Continued

environment that their staff are working in, they are talking about our students' daily learning environment. Whether it is on a bus, in a classroom, a cafeteria, a hallway, or on the field. Students learn how to interact and be global citizens by the way they see administrators interact with their staff. They are also the environment that the administrators have to abide by. Recently, I went to the Admission Office Dispatch office where chrome books were handed out. Not one cabinet person was there to help, or oversee how it was done. The Admission Officers are reporting for the first day, it was in one location, and no one from Trustee to district official was there to assist.

The working conditions of the Admission Officer Dispatch were deplorable. Leaking roof, mold on the walls, etc.. A bathroom more than 300 ft away. No one was there to see that the Admission Officer Dispatch team, in those conditions, pulled off exactly what the district wanted them to do. It was the union who reported it back. While they were there, they also found out the Admission Officer Dispatch team had been working in that office with those deplorable conditions for years and no one has done anything about it. How many other places, schools, etc are like this? Superintendent Jara knows that administrators put on a show when he goes to school buildings and sites. He should send out HR and members of his cabinet to go to these events, and then report back. Trustees should go to these events and find out what is happening. That is one of many examples I think the Superintendent could improve. I truly believe that he needs to have every administrator also take an FCMS training to learn how to talk to people. I would definitely strongly suggest that Superintendent Jara start with his Job Family Administrators and work toward principals, deans, vice principals, support professionals and teachers. The way we treat each other in this district is seen by the community and especially the students.

What do you think makes up a high-quality education for students in Clark County?

This is a loaded question. There are so many ways to have a high quality education and I believe the Clark County School District is working to accomplish this. I feel that what is lacking are community based schools, restorative justice training, and trauma informed teaching. Each one would allow the education that each educator is working to achieve be accessible. Community based schools allow students in high poverty areas to get the medical care, food, and educational support that a child needs to succeed. There is a law on the books that Representative Tyrone Thompson authored that was to have restorative justice discipline in the classrooms. This is an excellent law, but without the proper training this law is causing more harm than good. It is preventing educators to teach with the proper discipline in their classroom. It is essentially stealing a good student's opportunity to learn because the educator does not have the proper training to enforce their discipline on the child that needs understanding to get to where the good student is academically. Trauma informed teaching is imperative at this time. The educators, support professionals, and the students have been traumatized by the recent pandemic. Everyone

Lisa Guzman, District A – Continued

needs to know that going forward we cannot teach in the same way. CCSD needs to implement trauma based teaching so that students and educators know that they are supported moving forward. With all of these components, along with standards based teaching, I believe that CCSD would be able to provide a high- quality education for all students.

How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

This depends on the school. You can look at the Star System and say that a 5 Star school offers great overall education for every student. I would disagree. I would say the star system is one component of the overall performance. I will use the perception of my community again. Basic High School is the high school where the kids in my neighborhood are supposed to attend. Although Foothills High School may be considered closer, they are supposed to go to Basic, a 3 Star School. My community wants to change it. They want their children to go to Foothills High School, a 3 Star School. What is the difference? Perception. If the perception in the community is different, yet their stars are the same, what is the difference, you have to dig deeper. I do not think that the Clark County School District does this. I asked my community if it was that Foothills was newer? They said it was the way the educators talk about the schools. Educators teach because they love their subject area and students. Is it the culture that the principal has set up? Is the way the building is maintained? What is it? Recently, the Every Student Succeeds Act from the Federal Government contracted with the National Education Association to put out a survey to find out what makes a school better or what programs work to provide a high quality public education. The school district did not want to implement it. I think the educators in a school reflect the culture of their leadership. I think the leadership in a school reflects their administrator and whatever that administrator implements to allow a school to provide a high quality public education is totally based on how it is rolled out at the central office. I believe that looking at two 3 star high schools, Superintendent Jara is letting the students of Basic High School down by allowing the community to not see its great achievements and I think if Foothills is supposed to be the great high school for my community, why is it only 3 stars?

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

I really like this question. As you can see throughout my questionnaire, I do pay attention to the star ratings. I think that they are a window into the school. I remember when President Obama put Turn Around schools into the Race to the Top grants. I thought this was a great idea. I was met with differing opinions. I do not believe a teacher goes to school for 4 years to get their Bachelors, and 2 additional years to get their Masters degree in education to fail students. I worked at a failing school when I got out of college. My mother worked next door to me. She would take all of the “programs” that were going to turn around the test scores of the students

Lisa Guzman, District A – Continued

and implement them in her classroom. She would tell me that it was taking away the student's creativity, but that the principal wanted it this way. We stayed a one star school that year. When we changed leadership, and the principal spent time in our classrooms, got to know the students, respected the educators for the professionals we were, provided mentors for new teachers, we became a 3 star school. From that moment on, I thought that if a school was rated a certain star, to find out why. The star system is more than assessments. Yes, assessments are used to identify the star, but there is more to a student's grade on an assessment than just what happened on that day.

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

I am sure I would like to spend more time on the assessments. I think within the confines of a board meeting, they do spend enough time on it. What they do not spend enough time on is how to improve accessibility through the strategic budget to be sure that our title one schools are getting the same support as our affluent schools. This pandemic has truly shown this discrepancy.

Do you think that student achievement should be used as a metric by which to evaluate teachers? How would you assess teacher performance? Please explain.

No, I do not think student achievement should be utilized to evaluate teachers. I think student growth models should be used to evaluate teachers. Although, I think both have allowed administrators to become lazy in their evaluations. I think that CCSD should be hiring administrators that can mentor their educators. If the district is not going to pay for a mentorship program, then they should hire administrators that can be mentors, not coaches. I think that spending time in an educator's classroom really lets you know what they are doing, conversations with their students, talking to the parents. I do not think that a student growth model does it. I met an educator in my district that set her growth model the second week of school and had to turn it in during the pandemic. She didn't make the growth she had hoped. She made 80% of her goal. She felt like a failure. It is tough to use it as an evaluation tool.

Do you believe CCSD holds administrators to a high standard for the performance of their schools? How would you build on the way things are currently done? Please explain.

No. I think they do not go into schools where the unions tell them there is trouble. They turn a blind eye. They know about the issues, and they know there should be something done, but the cabinet let the regional superintendents handle it and do not follow up. If you want to run your school in a wishy washy way, it is ok. If you want to miss deadlines and treat your staff terribly,

Lisa Guzman, District A – Continued

the unions know that these administrators will be there next year. Most of the turn over in the district is due to poor leadership and follow through. Both by the administrators in the district and the administrators at the school sites. There are shining stars within the district but you never hear about them because they are out done by the poorly administered buildings.

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

I think there is a school for every child. When charters were first brought to Nevada, I was against the lack of oversight. Now that there are district charter schools, I think there is a place for them. I think that there is a need for different types of schools and school choice within a district. I do not believe that private charter schools are positive for the students of Nevada.

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature's commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD

I think that the School Organization Teams are positive. I think that decentralizing the budgets may have been a mistake. It has allowed principals to convince parents that students need less support in the classroom. The schools are not maintained by CCSD maintenance with their guidelines but contract help that leaves holes in school walls and charges to come back and fix. It has also allowed principals to become king or queen of their castle. A person who was hired to support children in the classroom and is loved by their school has to be surplussed due to seniority and budget cuts. They go through the surplus process and are appointed a school. The principal can say no to the staff person and put them out of work. It is a piece of legislation that has unintended consequences that needs to be fixed.

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

I have been able to read district budgets and have taught them for the last 10 years. I think that knowing the strategic plan and the strategic budget allows me to be able to tell my district where the money is going. For a long time people have been asking where the money is going, and I think I will be able to share it from the dais and with my community.

How would you describe CCSD's current financial standing? Please explain.

Jason Goudy has done a great job explaining where the money is going. I think that the mismanagement of the Human Capital Management system has left the community

Lisa Guzman, District A – Continued

wondering if they are paying taxes, why aren't teachers and support professionals getting paid? For years unions and community members have asked for a forensic audit. This audit is costly and it gets into the weeds of the financial stability of the district. I think we need an audit from an independent auditor who can explain to the communities where their money is going. In my business, we have the board hire the auditors after interviewing the companies. I think an open interview with the community watching would make the audit appear more credible than it has in the past. I think that an accounting of where the money is going at every meeting would also help.

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

No. I do not believe any public school in Nevada is appropriately funded. Last legislative session, the governor had the opportunity to raise taxes and appropriately fund public education, and he didn't. Instead they came up with SB543, this is not the way to improve funding for any school or district in Nevada. None of the stakeholders that know what it takes to fund education were in the meetings. It is a bill that will not help CCSD and now due to the pandemic may take money from CCSD that it would have had. I will be lobbying to increase funding for public education. I think mining and other businesses that have received a tax break on the backs of our students, need to start funding the education of their workforce. I plan to talk to all of the education advocates and Jason Goudy at CCSD to find out how much we truly need to fund education appropriately.

Amanda Kennedy, District A

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

1. Curriculum preparedness in emergency situations.
2. Leading a stakeholder conversation with our large employers, businesses, and planning commissions to find palatable ways to adequately fund per-student funding in Nevada.
3. Brining credibility to the board by demonstrating that we can be thought leaders and impact education by bringing our unique backgrounds together and SUPPORTING public education with solutions - not just by identifying problems.

Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent? What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings?

I do agree. The board should be a thought partner, like unpaid consultants, brining solutions, not spending time picking apart problems.

How would you rate effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain.

I give this board a C. I believe each member means well and has a service-based heart. I do not feel like each member is credible or has an education or background to make the decisions they are asked to make. They do praise well and absolutely care for the employees and kids in the schools they represent. They need to improve their foresight - not one of them called for a plan for curriculum when they approved the emergency plan for the district. They also need to improve their focus - placing more on solving problems and less on twitter complaining about them.

How would you rate the effectiveness of the current CCSD Superintendent, Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

This question is written as if the CCSD admins all came in new with Jara so it's hard to answer. I think Jara came in wanting to be "liked" - it's human nature. I think he learned quickly that Las Vegas is a union town and liked or not he'll get rolled if he doesn't stand firm in his decisions. I think he lost a lot of ground early in his tenure when deans were eliminated. However, I think he's earning it back. His team respects him. I like that he's Latino in our quickly minority-majority town. I like that he has experience in another tourist-driven town.

Amanda Kennedy, District A – Continued

As for CCSD admins, it's like any large employer - you have stellar people who care deeply for students and you'll have a few who sit on taxpayer payroll doing as little as possible. What I do know is no one goes into public education to get rich, so the people working around the superintendent should be given some grace and respect that they chose this field.

What do you think makes up a high-quality education for students in Clark County?

An education that gives them college or career readiness, some life readiness, addresses the whole child and steps in with social justice techniques as steps before traditional discipline. An education where they student can learn on a laptop, get support applying to college and for financial aid. An education where kids can participate in the arts despite their families income level. Where advanced students are challenged and earning college credit in high school. Where tech and trades are supported. A high quality education equals opportunities to explore passions while mastering the core subjects.

How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

We know this is not happening and that we have inequity in our schools. Our per pupil funding is low because no one has found a solution that isn't simply raising taxes.

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

I think the star ratings are the result of brave thinking and radical transparency. I bought my home based on the star rating chart. There are plans in place that address the 1 and 2 star schools. They include becoming turnaround schools with replacement of all staff and leadership and many much less drastic options. I support these actions - it's not fair to let kids sit in failing schools - even if their parents are attached to a principal or teacher. It's not that anyone is a bad person - it's that it's not the right mix of professionals.

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

This is something I'd like to look more into, I'm not sure how much time the current board spends on this. Due to Covid 19 and having kids home 24/7 I have not followed the boards every move the past two months.

Amanda Kennedy, District A – Continued

Do you think that student achievement should be used as a metric by which to evaluate teachers? How would you assess teacher performance? Please explain.

I think achievement should be factored in - however I prefer looking at growth for that year the teacher was with the student as it's the only way to really see how that teacher impacted that kid. Kids also have bad years, parents divorce, they move - there's always a need to look at the whole situation when looking at how much growth was achieved. Growth data is sure to reveal patterns.

Do you believe CCSD holds administrators to a high standard for the performance of their schools? How would you build on the way things are currently done? Please explain.

I need to look at the standards post the reorg. I'd build on using the star system to promoting transparency.

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

I support charters. To me charters are OPTIONS and more choice for parents. They also present a tremendous opportunity to incubate and pilot programs that can then be implemented district wide when we find things that are proven to be successful.

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature's commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD

I mentioned before my mantra of "never let a crisis go to waste" and it's very relevant here. AB 469 is a fairly recent piece of legislation and this Covid crisis has shined a bright light on some areas of it that we as a community have to be brave enough to say - "that doesn't work." A perfect example are over ten thousand kids without devices to stay connected to learning.

Now is the time to be brave and bold for our kids. Now is the time to look at the pieces of what works in AB 469 and what leaves kids behind when their local administrator decided to save money or spend it on areas they deemed more critical than emergency preparedness. To be clear, I like local control. I also know all aspects of Government must have checks and balances and oversight.

AB 469 was a great start towards responsible local control. Now its time to run some clean up legislation to make it even better and ensure basic planning and needs are met. I have not had

Amanda Kennedy, District A – Continued

time to study districts nationwide - however I do know in Canada where our legislation was based they have since made updates to the system to make it work better. We upgrade our cell phones every few years and happily download newer versions of our favorite apps - why wouldn't we fix the "bugs" here?

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

I served as Chief Deputy to Governor Arnold Schwarzenegger and Chief of Staff to Lt. Governor Abel Maldonado. During that time California was the 5th largest economy in the WORLD. My work with our department of finance and in rolling out both the initial and amended budget each year makes me more qualified than any another candidate for my seat. I understand the federal budgeting system, oversaw the Ca Department of Education in my portfolio at the Governor's office and even helped oversee the ARRA office within CA when President Obama made states the funnel for his American Reinvestment and Recovery act funding. I also served as the spokesman and Chief Communication Officer for CCSD during very tight budget years and oversaw the development and roll out of the Open Book portal.

How would you describe CCSD's current financial standing? Please explain.

We're going to have to open the budget and make cuts because there's no sales tax coming in. It will be another hard budget year and the board needs to be strong communicators who can be transparent with their various audiences (stakeholders, parents, staff etc) about the hard choices that have to be made. I've been through this with CCSD and know how to navigate this situation while not shying away from the hard decisions

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

No, as stated above my long term goal will be to FINALLY bring the right stakeholders together to acknowledge we're archaically dependent on two industries and find palatable solutions for long term funding so we're not wasting precious resources going to voters even few years with bond campaigns. I know new taxes are not the answer. I also know there ARE answers we can get our large stakeholders to at minimum NOT OPPOSE. This conversation must be ran much like a long term strategic campaign - an area I have years of successful experience.

Liberty Leavitt, District A

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

1. Bring credible leadership to the Board of Trustees and build community trust and confidence in the school district and its leadership. I will work diligently to earn the respect of the community and state and local leaders through open lines of communication and transparency. I will bring decorum and diplomacy to the board and work with trustees, the superintendent, and community and business leaders to advocate for increased funding and accountability to education. I will work with experts in and outside of the district to master the budget and fully understand how every dollar spent. This is even more imperative now with the budget cuts that will inevitably be coming down from the state.
2. Empower our schools. As an advocate of the reorganization, I strongly believe that our schools should have more autonomy. I will do a full analysis of how the district is following AB 469. Secondly, I will do a full assessment of how the SOTs are being utilized at each school and make changes in order to ensure that all site-based decisions are made collaboratively with all of the stakeholders and not unilaterally. Similar to the SOTs, I want to understand how the CEABs are being utilized, and I will make sure that they are involved and following the law as well. I will work with state and local leaders to clean up AB 469 from the data accrued above, as well as input collected from stakeholders. Our schools and communities are unique and best equipped to make the right decisions for their students. I believe that autonomy done correctly will bolster student achievement. I also believe that through this we will continue to unveil the inequities that exist throughout the district.
3. Focus on equity. Every student deserves the opportunity to succeed, and the inequities that exist in CCSD are not only alarming, they are also hindering student achievement. Through a full analysis of the budget and AB 469, as well as the numerous reports coming out of various studies, like the one produced by the Student Equity and Access Commission, we need to take action to fully support our low-performing and under-resourced schools. After accruing and analyzing the data, I will work collaboratively to create a concrete data driven action plan. This plan will also include more equitable access to magnet schools and CTAs, gifted and talented education, and more diversified instruction like the incorporation of trades to our schools.

Liberty Leavitt, District A – Continued

Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent? What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings?

Yes, I agree that two of the primary functions of the board are to oversee the CCSD budget and the work of the superintendent, but I would also include the need to establish a vision and goals for the district, as well as create policies and direction to set performance measures to ensure accountability for both the board and superintendent. The board is also responsible for continually engaging with the community and reporting on the vision and goals listed above.

The board should briefly spend time approving and adopting the school calendar, approving contracts, construction, and curriculum, as well as negotiating contracts with employee unions. Basically, the business of the district. The majority of the time should be spent discussing and assessing where the district stands with the vision and mission of the district, and the metrics set for student achievement. Even the seemingly tedious business of the district (as listed above) should still be tied to how each item positively impacts student achievement.

How would you rate the effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain.

Currently, I believe that the effectiveness of the CCSD Board of Trustees is incredibly low. Between the very public in-fighting, lack of communication and transparency, and constant diversions from what matters most, student achievement, the board has to do better for our families and students. First and foremost, in order for the board to be effective, it must work as a cohesive unit. I believe that every trustee provides a unique experience and insight that should be valued and respected. They need to build on the different perspectives to establish rapport, which in turn will create trust and produce better, collaborative decisions. Secondly, they need to improve communication across the district and in the community. The board meetings also need to get back on track, in which student achievement should be at the forefront of every board meeting.

I think that the trustees do things well as individuals more than as a collective board. I think that many of the board members have really tried to connect with and serve their constituents. I also think that as individuals, and often in smaller teams, many of the trustees have tried to uniformly support the superintendent in his endeavors. As a board, I think that they are great at celebrating the district's successes at board meetings and events.

How would you rate the effectiveness of the current CCSD Superintendent, Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

Liberty Leavitt, District A – Continued

I actually really like and respect Superintendent Jara. I think that he was brought on during a very contentious time, and he and his team have proven that they are willing and ready to take on the battles and wounds (many self-inflicted) of CCSD. I think it actually takes tremendous guts to take on this beast. Although we have seen a number of his original team leave (Dr. Gullett being one of them and someone I enjoyed working with), he has really made it a point to replace them with strong and qualified leaders. I appreciate that he has sought guidance and advice from community and business leaders to bring in the right people and not just immediately elevate from within the district.

I admire Superintendent Jara's willingness to take the bull by the horns and enact change. I like that he is bringing new ideas to the table, and I appreciate his dedication to combatting our blatant equity problem in the district. Specifically, I like how he is working with community and business leaders to tackle our equity issue through his Student Equity and Access Commission. I am incredibly appreciative of his determination to bring trades back to our schools. I proudly serve as Chair for the Early Apprenticeship Working Group, which is part of Workforce Connection's and CCSD's ongoing program to create a trade apprenticeship pipeline. Lastly, Superintendent Jara has been a tremendous advocate for increased funding to education, during and after the 2019 legislative session.

Where I see Superintendent Jara and his team needing improvement is on their messaging and their willingness to seek and listen to input before making a decision. A prime example of this would be the proposal to eliminate the deans. In my opinion, based upon the law of the reorganization, that decision should have been a site-based decision. However, at the very least, he should have sought input from principals and the administrator's union, amongst others, or they should have at least received a proper heads-up. Instead, they were blindsided and the message seemed unilateral and dictatorial. The entire idea, which conceptually was not a terrible idea, then imploded. Input and optics are everything. How and where you seek input for critical issues is important, and even more critical is the art of listening. My favorite leadership quote is, "Leaders who don't listen will eventually be surrounded by people who have nothing to say." I also think that Superintendent Jara should reconsider his actions, or attempts, to roll-back the reorganization of the district.

What do you think makes up a high-quality education for students in Clark County?

Below is how I define high-quality education. I do not believe that our schools with high-quality education have everything listed below. In fact, we can easily cross off lower class sizes for most of our schools, if not every school. What I will say is that our schools with high-quality education in CCSD have a large percentage of what is listed below. This may seem like an unrealistic list, but it should be what we are all striving to achieve for our students.

Liberty Leavitt, District A – Continued

I believe that high-quality education is centered around access. Access to a safe and healthy environment for students to thrive. Properly equipped and functioning buildings with a positive learning environment. Access to knowledgeable and engaged teachers, who work as a team and are empowered by their administrators. Access to strong and knowledgeable administrators who trust and empower their staff. Access to lower class sizes, technology, instructional supplies, and current (at least adequate) textbooks. Access to magnet and career and technical academies, high-level courses, and gifted and talented programs. High-quality education is also defined by access to appropriate ratios of social workers, counselors, and psychologists, as well as other specialists in particular areas and levels. Lastly, high-quality education is positive communication with parents and transparency with the community.

How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

I believe that there is an enormous gap between our schools that provide high-quality education, and those that do not. CCSD delivers high-quality education to our magnet and CTE programs, as well as in particular areas and schools in the district. Not surprising, our schools in higher socioeconomic areas, as well as schools with high parent involvement tend have higher-quality education. There is also high-quality education in many of our charter schools. Where we see that gap in quality education tends to be in schools in lower socioeconomic areas. We also see this in many of our schools that are deemed “average.” In other words, we have a tremendous problem with equity at CCSD. This is nothing new, and this has been shown through numerous studies and reports throughout the years. One recent example is the report conducted by the Superintendent’s Student Equity and Access Commission, which unveiled racial inequities within the district and action steps to move toward high-quality education. Even more recently, nothing has unveiled this more than the digital divide that currently exists during the quarantine. Our students who are suffering the most are those in our Title I schools.

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

I believe that the NSPF star rating system is valuable. The five indicators and measures provide a great framework for student achievement, and they are incredibly transparent. I also like how the system provides for additional support and resources for low-performing schools, with a year to create and implement an action plan to improve performance. However, where I am on the fence is twofold. I understand that low-performing schools need time in order to put their action plan in place and see results; thus, they are given three years to improve. Where I struggle is the fact that three years is a long time in a child’s education and if things are not gradually improving, the students suffer. Also, the ratings don’t take culture into account (the bonus points

Liberty Leavitt, District A – Continued

were removed) and other mitigating factors that can dramatically impact student performance. I think that culture needs to somehow be incorporated into ratings, or at least serve as an important resource when assessing low ratings. For me, this is where the whole child approach comes into play, and where our under-resourced schools really suffer. We know that students who are hungry, homeless, living in abusive situations, etc. have far greater concerns than school. Morale is often low, teachers are transient (there is a higher rate of substitute teachers), and many schools remain in the same cycle of distrust and low performance. We need to assess both teachers and administrators through this process as well.

To start, we shouldn't have schools consecutively receiving 1 or 2 stars. Per my statement above, for those that do, we need a full culture and needs assessment done immediately after a school has been designated a low rating. We have to understand the current culture and climate of the school and also understand the concerns felt by families. In doing so, decisions can align with where the actual problems lie. Possible solutions may be removing administrators (I realize how hard this is with the admin union and current 3-year window), as well as redirecting funding to bring in more administrators, teachers, and social workers, in addition to the support for new and effective programs. Principals must be held accountable and held to high standards because they directly impact culture and productivity. I also was not opposed to the Achievement School District before it was dissolved, and before I left the district, I was a part of a new CCEA/CCSD program designed to help improve our lowest performing middle schools. Merit pay, increased school hours, and additional resources were a part of the program. Principals were given one year to show improvement. There are a number of other solutions pertaining to school improvement, and I am incredibly open to new ideas to get these schools back on track.

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

I continually hear conflicting positions on CCSD's student achievement standards. On one hand, it was explained to me that the current student achievement standards at the elementary and middle school level adequately show student performance. On the other side, I hear that the testing time for MAPs is too long and that deeming a student "proficient" is all relative. There are also differing opinions on the lack of proficiency testing at the high school level and on the fairness and relevancy of the ACT. Considering this, many have questioned the accuracy of CCSD's current graduation rates. On the flipside, many high school teachers have expressed that they feel more empowered to teach and test content. I have a great deal to learn in this arena, and I look forward to doing so and forming my own data-driven opinion.

Liberty Leavitt, District A – Continued

No, I do not believe that the CCSD Board of Trustees spends enough time on student achievement. I believe that every action taken by the board and superintendent should be centered around performance. As I mentioned above, it should be at the forefront of every meeting. I believe that our current board spends an inordinate amount of time on business with the district and not student achievement. They also do not tie the business of the district to student achievement. In my view, student achievement should make up at least 70% of the board's focus, and around 30% on management and operations.

Do you think that student achievement should be used as a metric by which to evaluate teachers? How would you assess teacher performance? Please explain.

As always, this still remains a robust debate in education. I believe that student achievement should be used as a metric to evaluate teachers, but should not serve as the only metric. Teachers are the most important school-based determinant for student achievement; thus, we do need to continually gauge student performance. It simply cannot be avoided, and it should be utilized. However, for our teachers serving at under-resourced schools, where transiency, the mastery of the English language, and other barriers exist, it is unfair to simply teach to the test. There has to be an emphasis on the whole child approach in order to reach gains in student achievement. This would take pressure off of teachers who are attempting to teach students who face much greater concerns than mastering the content for the test. I believe that a realistic action plan, with realistic action steps to reach specific metrics should be put in place for our teachers. In order to do so I believe that support and resources must be in place in order for teachers to be successful. Teachers should be continually evaluated throughout the year by expert teachers and administrators, and they should have effective and supportive administrators working closely with them and creating a positive culture of support.

Do you believe CCSD holds administrators to a high standard for the performance of their schools? How would you build on the way things are currently done? Please explain.

I was recently asked if I would support more state-wide efforts to hold administrators accountable. As someone who has experienced both poor and strong leadership as a teacher, I do think that there needs to be more accountability for our administrators. I would like to see stronger state standards. I believe that Dr. Jara and his team are on the right track with their "improvement plan of support," and their actions to stop moving ineffective leaders from one school to another. The district is notorious for sweeping problems under the rug and passing poor or lackluster principals along. Recently, they did take action over time, to remove the principal at Clark HS; however, these issues still do exist, as we have seen at Walter Bracken ES and Decker ES. As I stated above, culture defines productivity; thus, I think that we need to continually assess the climate and culture of every school as well.

Liberty Leavitt, District A – Continued

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

I do support charter schools. I think that a little competition is healthy, but more importantly, I think that our families deserve to have more educational opportunities for students to excel. I appreciate the different focuses or themes of charters, similar to how I feel about magnet schools and CTAs. I will always support differentiated instruction and innovative institutions that allow students to thrive.

However, I do not think that we need an abundance of charters just to simply have more options. I appreciate the rigor of the Charter School Authority Board, and I believe that charters that are proving themselves unsuccessful should not remain open. I also think that we need to remember the purpose of charter schools and seek to bring them to our students in under-resourced areas. Charters should be incredibly deliberate.

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature's commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD.

I am a huge advocate for decentralization. I believe that the reorganization was/is not only necessary considering the size and scope of the district, but the majority of our schools, families, and community members want more autonomy. I can tell you that without question, this is the case for District A. This is evident through the thriving Henderson CEAB, the community involvement in Boulder City and Henderson, and my conversations with principals, families, and teachers. I strongly believe that there is not a cookie-cutter method for every school, and that our schools and communities have different needs. Through the SOTs, or school organization teams, decisions are made collaboratively between each principal and their team of stakeholders.

On the flipside, just like any law or large-scale program, there needs to be a full analysis and assessment of the reorganization. We need to clean it up. First and foremost, the district is still not completely following the law, as they are consistently finding loopholes. That needs to be looked into and tightened. Most importantly, however, the discrepancies amongst the many SOTs are daunting. Many principals are fully utilizing their SOTs as the law states, and others are not choosing to collaborate with their teams. There has to be a uniform consistency amongst the SOTs, and the process should be transparent at each school. Meaning, all schools must be utilizing their SOTs according to the law, and principals who are not doing so, should be held accountable. I think what we have also uncovered through the reorganization is also more of what we know, the inequities that lie throughout so many of our schools.

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

Liberty Leavitt, District A – Continued

Full transparency, I do not have firsthand experience working with such a vast budget. However, I am fiscally responsible and ready to and willing to listen, learn and master every last line of the annual budget. I plan on working directly with Jason Goudie and his entire team, Superintendent Jara, as well financial experts in the business community and government to make sound and appropriate decisions regarding the budget. I will continually seek input and guidance from experts in and outside of CCSD.

How would you describe CCSD's current financial standing? Please explain.

I believe that CCSD's current financial standing is weak. Excluding the human and structural capital that exists, as well as the strategic relationships being built, tangible items on CCSD's balance sheet would receive low marks. CCSD always seems to be barely staying afloat- if that, and there is never enough money to cover costs like raises for teachers, infrastructure, etc. As mentioned above, my first month in office I want to listen, learn and master the annual budget. I want to fully understand where we are spending each and every dollar.

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

No, education is not sufficiently funded in this state. As we all know, the Nevada Plan is antiquated and over the last decade there have been attempts to tweak or overhaul it. Most recently, with SB 543, the Pupil-Centered Funding Plan, there is some movement and hope for adequate funding. However, as the 11-member commission spends this year researching the tenets of the plan, schools continue on without additional funding. We also don't know how successful the Pupil-Centered Plan will be.

The bottom line is that we simply need to find new revenue streams to go directly towards education. The state's job is to fund education, and so they need to be held accountable to do so. I would like to learn more about the current proposals on the table to fund education. I believe that the current lawsuit and ballot initiatives are means to put state leaders' feet to the fire. In my opinion, brilliant tactics, but not necessarily feasible. I think that we need to look at other sources to see where we can find those dollars. What I will say is that our trustees need to be heavily involved in this process and working directly with state leaders to increase funding. They should be the greatest advocates for funding education during and outside of the legislative sessions.

Jshauntae Marshall, District A

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

1. Teacher Recruitment and Retention
2. Equitable Student Access
3. Community Relations and Philanthropy

Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent? What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings?

Yes I agree.

1. Review, Improve, and Create policies
2. Evaluate and manage the annual budget
3. Establish and monitor goals that meet the educational needs of our students
4. Celebrate the accomplishments of staff and students through recognition
5. Discuss outcomes of recent academic changes and report progress

How would you rate effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain.

CCSD's current Board of trustees is passing moderately. They have done an amazing job at working together to push education forward amid the pandemic. I believe the area of opportunity lies in the unity among themselves, their understanding of balanced governance, and the power of one board working together.

How would you rate the effectiveness of the current CCSD Superintendent, Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

Dr. Jara is qualified for his role as Superintendent. He has secured the most amazing teachers a district could possibly have, considering the pay and benefits offered. Dr. Jara has an opportunity to act on matters that are pressing within our educational system. He does a lot of talking with minimal action and accountability.

Jshauntae Marshall, District A– Continued

What do you think makes up a high-quality education for students in Clark County?

1. Relationships that serve as a connector between school and community
2. High standards with measurable outcomes
3. Multicultural teaching with a decolonized curriculum
4. Qualified educators who are empowered and supported to teach
5. Ongoing professional development
6. Effective social service programs
7. Safe schools
8. Equitable access
9. Effective counseling and behavior modification within schools
10. Fiscally responsible spending to manage staffing, resources, and class sizes

How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

Each school's performance is measured based upon quantifiable data. This data is collected using testing scores, assessments of students, teachers, and parents. Based upon the data that I have reviewed, CCSD has some significant disparities that need to be addressed immediately. Such as Kindergarten enrollment, Career and Technical School enrollment/completion, and of course student discipline.

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

Yes, I believe the star rating are valuable. The ratings provide a visual for where a school's performance is.

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

I believe the board recognizes the achievements of our students. I am not sure if there is a formal recognition process however, perhaps student recognition outside of board meeting can be increased through additional involvement with schools.

Jshauntae Marshall, District A– Continued

Do you think that student achievement should be used as a metric by which to evaluate teachers? How would you assess teacher performance? Please explain.

While it can be one of the methods of measuring teacher's performance, I do not think it should be a core measure. There should be various ways of measuring teacher effectiveness such as classroom management, testing, teacher/student involvement, lesson planning, and more. I am sure these measures are in place and I am not aware of any concerns in this area.

Do you believe CCSD holds administrators to a high standard for the performance of their schools? How would you build on the way things are currently done? Please explain.

Yes. I believe they are held to high standard for the academic performance of their schools. It is my belief that there is great opportunity in the area of accountability for change and school culture.

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

Yes. I support public charter schools; however, I am not in favor of more charters being issued in our district at this time. My focus will be on creating better learning experiences and equitable opportunities to our students within the public-school sector. CCSD students have a right to a quality education in every classroom.

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature's commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD.

I believe that empowering each school to maintain their own oversight and decision making based upon its own need is exactly what was necessary. It is my belief that the support and guidance of central office as these decisions are being made is particularly important to the compliance and well-being of our schools.

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

My background in healthcare finance allows me to skillfully review/analyze financial reports and take a position on spending with the consideration of those who have the education and experience in finance to do so. I trust that we have the "best qualified" accountants, financial planners, and financial advisors to provide analysis, forecasting, and recommendations based upon the needs of our district. I also trust that as a board any differences of opinion can be

Jshauntae Marshall, District A– Continued

discussed in a working session as a team, and together we can make the most beneficial and least costly financial decisions that are needed.

How would you describe CCSD's current financial standing? Please explain.

CCSD is financially exhausted. It would be in our best interest to evaluate ways to save and the current financial allocations. The district has an opportunity to level up and do more with less. I trust that the legislators who are in position have taken every measure necessary in order to create a reasonable budget for our schools.

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

No. I strongly believe we need to increase per pupil funding and evaluate current allocations. I believe if we become more conservative in our spending, we will find there is more money available than perceived. It is not about what you make, as much as it becomes more about what you are able to keep and what you do with what you have.

Anand Nair, District A

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

- 1) Create effective ways through policy and procedures to hold our Superintendent (SI) accountable to expectations set by The Board
- 2) Bring transparency to and effective management to the budget
- 3) Help create a District that is not focused on average success for our kids, helping them achieve a level of scholastic excellence.

Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent? What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings?

- 1) A Board is designed to set policy and procedures
- 2) Hold its employee (the superintendent) accountable for their performance
- 3) Be an advocate for their constituents
- 4) Goals:
 1. I would ensure that there is clarity of those functions with the rest of the Board
 2. Look to use my expertise in finance to provided clarity on thing like the budget
 3. Spend time to create more efficient meetings where information can be passed in a clear and effective manner.
- 5) Board Meetings
 1. Status on items from previous meeting
 2. Progressions to objectives
 3. Budget concerns
 4. District Concerns
 5. Student Achievement
 - i. Successes and Opportunities

How would you rate effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain.

Currently I believe some of the Trustees are more focused on appearances than mission accomplishment. I have spoke to some of the Trustees and you can tell that there are some that take information from constituents and express those concerns to the Board and SI and then say, "Now what?" There are other Trustees that listen to the community, explain their role as a Trustee and the function of the board, help direct people, and then focus on the main objectives of the Board. As a Trustee I would be the second type of individual described. The only way we were able to create efficiency on the Southern NV Housing Authority Board was by helping people understand our role and then focusing on the objectives on the Board.

Anand Nair, District A – Continued

How would you rate the effectiveness of the current CCSD Superintendent, Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

I think Trustee Brooks has done a decent job of trying to make meeting and the time spent for effective. There are others on the Board that follow that mindset as well. However, I do believe there are some members that could be more efficient with their time. They could use their weekly one-on-one briefings to gain clarity on the agenda items. Ask their employee, Dr. Jara questions prior to meetings. I have had a few opportunities to speak with Dr. Jara, I believe he is a well-educated individual with strong background knowledge that can help CCSD. His team seems to rally behind him and supports his leadership style. Unfortunately, I think that Dr. Jara has not been given the clarity from the Board he needs to be successful, or the rating scale to hold him accountable to. It was only late last year that the Board redeveloped a scoring system for the Superintendent and even the delivery of his review was unorganized and lacked clear direction of where to go next.

Improvement comes from having clarity of expectations and accountability to those expectations. We need to:

- a. Review the Vision the Superintendent has put forward
- b. Determine the feasibility of that plan
- c. Refine the ways that those objectives are classified as successful
- d. Then put the best person in role to accomplish those missions.

What do you think makes up a high-quality education for students in Clark County?

I believe a high-quality education for our kids involves our kids not leaving High School and needing to take remedial classes in college. An education that finds them on even planning fields with at least half the nation. I understand that moving from the 46th worst rated state in education to the 25th is a lofty goal, but we can make small incremental changes that can help move Nevada and Clark County to a better position. We are the 5th largest district in the nation, we should be able to identify the needs of our children and then provide them an education that allows for them to thrive.

How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

What was devastating to me as a parent was my son and daughter had C(s) in a few classes I came to their teachers and ask what we could do is parents to help? The response from 2 separate teachers was quote well they have C(s)s their average there fine. Destiny represents what's wrong with our district. We are fundamentally broken from top down if what is being relayed is that, average is OK. For me that means oversight of the district is broken, we are funded at 60% per pupil for what the district means, we have issues with transportation, and we need to retain

Anand Nair, District A – Continued

quality educators. There are so many struggles their education is face, I understand that period many times there just glad every student has a meal enter able to get through their curriculum, but hopefully if I have acted during my term we can find ways to move past basic necessities and move CCSSD to focus on a higher level of excellence.

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

I believe they are valuable to the District. By identifying higher ranked schools in the District, we may be able to identify what is going well at those schools and help bring some transferrable skills to the one-star or two-star schools. We can also see areas of opportunity within the one and two-stars and find ways to remove obstacles for those kids.

For consecutive one to two-star ratings I would look see if there is a true commitment to the school from the principle and their staff. Unfortunately, there as ton of turnover in the principle positions. They come in, “earn their strips,” and then typically move on. It is difficult to influence lasting change if we are operating with a short-term mindset.

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

As I mentioned before, I think it is horrific what mindset some administrative teams find themselves in. For us to have educators in the District operate with the opinion that, “Average is ok” is unacceptable. Those may be the minority of the district, but those thoughts and actions towards our children will filter to others.

I think the Board spends time discussing student achievement. I do not see a lot of time being allocated to helping student achievement. Some Trustees make it a point to express their discontent but offer no solutions. While I can not tell you that I have a solutions, what I can say is that my approach would be different. I would look for opportunities to collaborate with the Superintendent and connections he/she may have established. Have discussions or closed session meetings when appropriate to develop resolutions. Then present them to the Board as areas of opportunity with a resolution.

Do you think that student achievement should be used as a metric by which to evaluate teachers? How would you assess teacher performance? Please explain.

The difficulty with using student achievement as a benchmark for teacher success is then the teachers educate to the test, not the student. We will have educators that spend the majority of

Anand Nair, District A – Continued

the time ensuring students know how to pass the material that will presented and then we stifle the teacher's creativity and ability to reach children where they are.

I have two very different children when it comes to education and personality. My daughter would take to a test format and excel, where as my son would have anxiety with such focuses placed on testing. Overall, I think we may be able to use testing as a partial metric, but to large of a focus here could be a detriment to students and teachers.

I would asses teacher performance through semiannual reviews and those views should be in alignment with the over all Vision that the Superintendent and the Board has set in place. I believe there is a disconnect between the Vision of the District and the accountability of the administrators.

Do you believe CCSD holds administrators to a high standard for the performance of their schools? How would you build on the way things are currently done? Please explain.

As I mentioned previously, I think there is room for improvement here. Maybe not from all administrators, but by some for sure. I think we need individuals that are committed to our schools for a long period of time leading our teams. The teachers I remember the most from my time at Basic High had been there for years. They did not come in for 2-4 years, use this district as steppingstone, and then leave. We have to create a reason that people want to stay in our community. We need to identify the root cause of the why we have such high turn over and then eliminate those issues. I am committed to our community and our kids. We need administrators that feel the same.

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

I do support public charters. I think they allow for growth within the District as a whole some of the Charters that have focuses in engineering, aviation, technologies allow for students to focus their development on things that make sense for them. Then as we find and identify successful ways to reach those children, we can leverage the teaching methodologies that those Charters use to better our schools.

The biggest draw back to the Charters in funding. They become a competition of funding, but if we can leverage what we learn they are doing well we can create a better narrative for more funding for everyone.

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature's commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD

Anand Nair, District A – Continued

I think the over all thoughts behind decentralization of the District is good, however the current execution is flawed. Overall each school has certain needs that other schools may not. So allowing for more flexibility between budgets makes sense. My company would not make the same decisions running an office in Las Vegas as we would make running an office in Irvine

California. While there are similarities in both locations there are also individual needs of the office, clients, and staff. What we should look at is minimum allocations to certain areas of the budget and then a “flex” component that allows for the needs of the individual school. This way we have some level of consistency and then we can again identify how some of these schools are using allocations to create growth and success for their students. We can then take that knowledge and redeploy that to the district..

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

I again go back to a 20-year background in banking and investing. Couple that with my time on multiple Boards overseeing large annual budgets and I think I am the only candidate so uniquely suited to sit on this Board. I have built my life around finance, I have an AA in business management, BS in business, and a Masters of Financial Service (MSFS).

How would you describe CCSD’s current financial standing? Please explain.

I believe there is slippage in the budget. Annually, the Board is reviewing a 240-260 page budget plan that, when delivered to the Board seem to be high-level “fluff.” In my opinion, when the budget is up for review, the Board should allocate a full day or two in closed sessions to really break things down. To better understand how funds can be allocated from one accounting line to another. There is some money that may impact the total budget that can not be used for certain items. There are other funds that are entrenched for the next 20-30 years that can only be accessed through dividend and interest payments. There is waste in some of the funds we are currently using i.e. storage facilities holding old school equipment. If the Board does not allocate the time to understand the funding then they spend hours at the meeting just trying to show their Districts they care by asking, “Where is all the money?” Versus spending time at meetings explaining, “This is how the budget works, and here is how we are using it effectively to get the most out of the allocations.”

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

For that we want to accomplish as a district, I think we need to go out and try and secure more funds. Prior to those funds being secured we need to find a way to ensure that it is allocated to

Anand Nair, District A – Continued

the kids and teachers. If we can get more funds to the children they will hopefully be able to focus on school and not worry so much about daily meal and supplies. If we can get funds to teachers then we can hopefully acquire and retain high quality educators that can engage students, provide mentorship, and find ways to innovate our CCSD.

I have found it interesting to listen to the conversations around teacher pay. I do believe we need to pay them more, but I believe there are ways to accomplish that mission that people have not considered. One of the major feedback is that teachers want more money today, although they have a phenomenal retirement pension in NVPERs. While the pension is amazing there was a point 15-20 years ago that there was a concern around solvency of NVPERs. Much like social security we should be able to make some adjustments to allow for longevity to that program. That being said, we position 15% of our teacher's pay in a program that they won't be able to access until their sixties, when their biggest concerns are about surviving this year. Most of corporate America has transferred the onus of retirement back to employees. The age of costly pensions is gone. What if we could reallocate some of that 15% back to teacher salaries? Extend retirement age by 2-4 years to ensure the solvency of the program and find assets to hire teachers with better pay now to educate our kids. I am not sure if or how that could be done or what steps need to be taken, but I think it's a conversation that should happen.

Michael Rowe, District A

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

1. End corruption
2. Financial transparency
3. Financial accountability

Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent? What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings?

I agree and the Trustees should put themselves in a position where the CCSD is well managed by the Superintendent. There needs to be oversight and accountability of public funds. My feeling is the Trustees should be there to make sure taxpayer money is being used to benefit the taxpayer.

How would you rate effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain.

My feelings is previous members of the Board of Trustees have failed the taxpayer. They let the money get squandered away by fraud and theft which resulted in numerous deficits. The board currently has no power to do much of anything because it's be given to Mr. Jara which is a good thing. You can't have Trustees making decisions with money after they squandered money away.

How would you rate the effectiveness of the current CCSD Superintendent, Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

I think Mr. Jesus Jara has done a good job of dismissing employees that have profited personally off the taxpayer for many years. He has also implemented new accounting software which despite its operational problems will improve the handling of the money. I like Mr. Jara and I think he has done the best job that he can do given the circumstances of his employment.

What do you think makes up a high-quality education for students in Clark County?

I think it boils down to teachers and teachers that care about the success of their students. We need to start treating excellent teachers with respect and we need to create a work environment where the very best teachers want to work in the CCSD and Nevada.

Michael Rowe, District A – Continued

How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

I think they do the best they can given the circumstances that the State has placed them in. It's not easy working in the CCSD do to the budgetary challenges, high-class sizes, poor administrators, and failed disciplinary policies and practices.

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

I'd like to do a full hands on inquiry before I make any type of formal conclusion about the star rating system. We need to be fair when looking at the performance of schools.

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

To be honest I have been more focused on corruption and budgetary concerns. I think those things need to be overseen and corrected first. I'm sure many students, and teachers are getting overlooked because of the volatile nature of the CCSD. Unfortunately, we always get wrapped up in the negatives. Until these problems are corrected it's difficult to focus on the positives.

Do you think that student achievement should be used as a metric by which to evaluate teachers? How would you assess teacher performance? Please explain.

I don't think it's a fair method to evaluate teachers because there are so many variables that can not be controlled by educators. Public schools are a representation of their community, so whatever is happening in a community is happening at public schools. It's impossible for teachers to correct every social problem. I don't think it's fair to evaluate people on things they can't control.

Do you believe CCSD holds administrators to a high standard for the performance of their schools? How would you build on the way things are currently done? Please explain.

I believe there are many administrators that do an excellent job and some that are under-qualified for the position. Unfortunately, the Administrators in conjunction with HR Department created a system where friends of friends received all the promotions. How can a friend of a friend possibly conduct a fair impartial evaluation? I have seen many highly qualified teachers get left behind because the system was so corrupted.

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

Michael Rowe, District A – Continued

I do not support for-profit charter schools. I don't believe they serve the best interest of the taxpayer. You can't pass legislation to destroy public education and then offer a solution with a duplicate school system. It's not fair to the teachers and administrators that are investing so much into the CCSD.

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature's commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD

I feel it gives way to much power to principals and creates too much autonomy over their budgets. This leads to less financial oversight and abuse of power. In addition, this piece of legislation is void as being unconstitutional because it doesn't provide educators that obtained post probationary status prior to 2011. The opportunity to appeal their unlawful dismissal at the State Board of Education. Cleary Adam Laxalt would be aware of this, but his previous law firm did subcontracted legal work for the CCSD.

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

My parents didn't raise me to steal. I'm not interested in selling myself out for a campaign contribution. I don't work for the casino industry or unions. I'm a neutral independent candidate running for public office.

How would you describe CCSD's current financial standing? Please explain.

It's improving, but we have to make sure the stolen money gets returned and people are held accountable for ripping off the taxpayer.

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

They are not adequately funded, but we need to make sure the taxpayer isn't being ripped off. There has been a group of very powerful people in this State exploiting citizens for many years.

Kasina Douglass-Boone, District B

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

1. Build a community of trust within the district that increases the engagement of all stakeholders, such as students, parents, educators and community members. 2. Create an oversight committee to oversee the appropriation of funds spent on students, administrative, licensed, and support personnel. 3. Strengthen the current vision and goals for the district to increase the inclusivity for all students. 4. Work with board members to create policies and infrastructure that will help support schools, educators, children, and their families that will support student achievements.

3) Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent? What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings?

As previously stated in question 2, yes, I believe that the board job is to oversee the Superintendent and the budget of CCSD, however, fostering the essence of what makes the district which is the students, educators, support personnel will remove a lot of stigma that the Trustees and the Superintendents don't care and are just self serving. Tapping into community partners and including them in the conversation is important for all involved.

How would you rate the effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain.

My rating would be 7 out of 10. The current school board is committed to the vision for high expectations for student achievement. They hold themselves accountable for the funding decisions. They have a collaborative relationship establishing robust communications structures to encourage and engage all in achieving district goals. I believe magnet programs along with the CTE programs are thriving in CCSD. I would like to see the same support districtwide.

Areas of improvements: monitor and discuss the school district data regularly to look for ways to meet goals in a reasonable timeframe. Participate in team building professional development with the superintendent to increase the district's shared knowledge and commitments of student achievement. As an employee, there is a sense of unappreciation for support staff personnel who sometimes are viewed as "hired help"

Kasina Douglass-Boone, District B – Continued

on several school campuses rather than an individual who is part of a team to resolve issues or concerns.

5) How would you rate the effectiveness of the current CCSD Superintendent, Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

I rate Superintendent Jara on a scale score 7 out of 10. Dr. Jara is committed to the vision for high expectations for student achievement. Dr. Jara holds a level of accountability when not making the best decisions as it relates to school funding, employee personnel, and student achievement. He works with several departments to establish strong communication structures to encourage and engage all in achieving district goals.

Areas of improvements: monitor and discuss the school district data regularly to look for ways to meet goals in a reasonable timeframe. Participate in team building professional development with the school board and other administrators to increase the district's shared knowledge and commitments of student achievement. Establish relationships with community members and leaders to assist with the low performing achievement learners. Collaborate with community leaders on how to increase minority teacher and leader positions and promotions.

6) What do you think makes up a high-quality education for students in Clark County?

Bridging the gap between home life, school, and the community is an intricate part to increase high-quality education in the district. These three areas are connected and eliminate many barriers of inequality. A child's home-life may have challenges, such as the lack of food and basic needs, school resource support, and community support. Schools have the responsibility of supporting the whole child with few minimum resources. Collaborating with community members to spearhead and be a constant support to students and parents will improve student achievement.

7) How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

I would recommend hosting a town hall meeting to suggest ways to assess the district's performance. I would present the following factors to assess the overall performance of the deliverance of high-quality education. Here are the ways:

Kasina Douglass-Boone, District B – Continued

- Collect data on students, licensed, support, and administrative personnel average daily attendance.
- Utilize District-Wide assessments, such as Measured Achievement Progress, versus Statewide Assessments, such as Smarter Balanced Achievement Consortium. Assess students three times a year on MAP's to track their academic growth in English Language Arts, Math, and Science.
- Administer a school climate survey to parents, students, and educators twice a year.
- Collaborate with administrative personnel to monitor and assess licensed personnel (teachers) Student Learning performance, twice a year
- Review retention data at the end of the first semester for grades 3,5,8, and 12, to formulate what instructional and student changes for the remainder of the school year.

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

I feel star ratings are not effective for schools or educators. Every school's demographics look different. If we continue to hold everyone at the same measuring stick we will not move the pendulum. The star rating scores create levels of anxiety among students, teachers, and administrators. It brings the morale down at the school. Two examples: 1) Schools that meet a star rating score of 4 or 5 will not continue to receive the allocated funding to increase their school scores. 2) Schools that continue to achieve a Star rating of 1 and 2, need an overhaul of support.

The placement of the right leadership, educators and staff personnel, and involving the community will help improve student growth. Invite retired administrators to shadow the school to raise student achievement.

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

Student achievement is often hidden among issues, such as school budgets, union issues, teacher evaluations and school climate. The focus is not enough on student achievement where teachers and families are at the forefront of the conversations. I think as a board member, if parents are given an opportunity to discuss their child's education and listening the child's perspective as to what they need how they learn how this will help them to be able to show solidarity and

Kasina Douglass-Boone, District B – Continued

trying to find the best outcomes for student achievement

Do you think that student achievement should be used as a metric by which to evaluate teachers?

Yes, a metric system provides data on the student's progress in the content areas. Of English, math, and science. Educators have such a hard task at trying to teach students who learn and are from many diverse backgrounds. Developing an evaluative system for all teachers to be effective need realistic collaboration from leaders, teachers and community members.

How would you assess teacher performance? Please explain. I would develop a student progress tracker that benefits different learners. I would implement an infrastructure to assist students and parents with how to monitor and assess student growth. In addition, requesting a workshop on the whole school model versus the individual student model.

Do you believe CCSD holds administrators to a high standard for the performance of their schools? How would you build on the way things are currently done? Please explain.

It is hard to hold administrators to a high standard for performance in low performing and low income area schools. All schools do not have the same demographics of students, such as high percentage free and reduced lunch, parent involvement, or student motivation.

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

Yes, charter schools provide the best options for students and families. Monitoring the funding and student achievement for both educational options is important.

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature's commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD.

If the authority is given to the school board, the overall plan should execute what it will look like for several regions in the district. Preparing parents, teachers, students, and the school community on how to effectively understand the process or purpose of School Organization Teams, will encourage all stakeholders to properly educate those who make the decisions, including school board trustees.

Kasina Douglass-Boone, District B – Continued

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

Collaborating with school board members and discussing the best way to appropriately spend school funding must host several town hall meetings, school community organization meetings, and other school board district conversations. I am the best candidate because of my team leadership approach. I know what it is like to make hard decisions and sacrifices for students, parents, and the community.

My favorite nursery rhyme “The Old Woman Who Lived in a Shoe” speaks volumes on how I best serve parents, educators, and the children. I might not have all the right answers, but I will collaborate with others and figure out a solution, as well as gaining all stakeholders trust and respect. My willingness to solve the district budget concerns provides opportunities to increase my knowledge and apply it to what is best for students .

How would you describe CCSD’s current financial standing? Please explain.

Funding for education is always an issue. However, due to COVID-19, this will affect school funding for a few years. Equality for all students has been the primary focus for the district. The pandemic has raised concerns of how we educate all students. The implementation of technology to implement distance learning has been a huge concern for low income families. As we hurdle through this crisis, the district’s financial standing is at a score of 7 out of 10. Securing funds for the technology implementation at all schools is not good but should be evaluated during the summer. The district received additional financial support from community organizations to meet the technology needs of students who did not have access to technology devices and wi-fi services. This raises concerns about how school funding is allocated and if all students' educational needs are being met in every school. I suggest requesting a school audit to determine if the district is receiving appropriate funding to educate all students.

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

Due to COV-10 pandemic, the district appears to be somewhat okay with sufficiently lacking the necessary funds to educate all students. As mentioned in the previous question, I suggest having a district audit to review the expenditures of per pupil funding. I would encourage town hall meetings that include the parents, schools, and community members to discuss appropriate funding for students.

Cortland Hill, District B

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

1. Reasonable pay and incentives for our teachers and substitutes!
2. Building better communication between the school district and it's employees, students, and their parents.
3. Student achievement, to have our population rank match our level of achievement amongst students!

Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent? What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings?

I do believe those are the two primary functions of a CCSD TRUSTEE. The board should always spend crucial time discussing the budget because the school district can't operate without funds being properly approved and distributed. I also believe the board should be discussing the concerns that have come across their attention from teachers, advocates, parents, and administrators, the people who help make CCSD go round and round! The things they say are sometimes overlooked and fall on death ears and I believe a lot of what they say comes from experience and things they've noticed so why not discuss them and see how we can find a solution or answer to the problem or issue at hand!

How would you rate effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain.

I'd rate the current effectiveness at a C+, I believe there are a lot of personality clashes happening between the seven trustees and Dr. Jara and it's showing to everyone on the outside looking in. While speaking to the community I've noticed a pattern amongst the group and that's that they seem to be inaccessible. Whenever someone reaches out to them it almost seems impossible to reach them or get a direct answer to questions and concerns. They most definitely handle the overall budget well but there's still room for improvement on that! Communication amongst each other and with the district can definitely be improved, BIG TIME!

How would you rate the effectiveness of the current CCSD Superintendent, Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

I would say Dr. Jara and his administration are doing okay, they've been given a humongous

Cortland Hill, District B – Continued

task but as a leader he comes off very passive. It seems that him and the administration are more so concern with the money and title than having the best interest for our school district as a whole. I must give him and the administration their props because they've handle COVID-19 pretty well, the entire world was blindsided but this is the perfect opportunity for him to improve and show everyone that he's a true leader and can guide the district through this pandemic.

What do you think makes up a high-quality education for students in Clark County?

I believe high quality teachers and high quality resources make up a high quality education for students in CCSD. If we were to take care of our teachers and provide them with the proper resources and curriculums I know they'd be happier and healthier and would exude that off onto our students! If we were to put more money and resources into our students rather than the schools landscape and new school buses I'm sure our students would have a pretty high quality educational experience within CCSD.

How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

Overall, not too good. I'd say a small percentage of schools in the district have reached that high quality education for our students. There isn't a leveled playing field for all of the schools within CCSD so different schools receive different types of love and help. Too many schools are receiving the bare minimum.

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

I think star ratings for schools are for sure valuable. Those schools need MORE. MORE LOVE, MORE ATTENTION, MORE UNDERSTANDING. Statistics and numbers are cool but I'd be at these schools adding the human factors to better comprehend what's really happening here from the student level to the teacher level to the administration level. Let's get the parents more involved, let's light a spark under the teachers, let's get the students excited to learn and grow!

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

The School Board spends almost NO time on student achievement which is absurd to me, student achievement should be at the top of the list! High student achievement attracts quality educators, attracts students and parents to want to move here, as well as gets those students set for their transition into whatever's next for them.

Cortland Hill, District B – Continued

Do you think that student achievement should be used as a metric by which to evaluate teachers? How would you assess teacher performance? Please explain.

Student achievement should be used as a metric to evaluate teachers to a certain extent. You can lead a horse to the water but you can't make him drink it. If the teachers are doing everything in their power but some students aren't budging and their parents aren't holding them accountable then there isn't much you can do but continue trying and teaching them. This question has a lot of different variables but is a great question that we all need to talk about and break down!

Do you believe CCSD holds administrators to a high standard for the performance of their schools? How would you build on the way things are currently done? Please explain.

I'm honestly not sure if CCSD holds administrators to a high stand for their performance of their schools or not, I would say they don't since they allow scholarly to continuously perform inconsistently. The way I'd build on the way things are currently done is by simply holding a high standard for administrators for how their schools perform, you all should be performing at your highest level possible. There's no excuse for anything less than.

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

I do support the existence of public charter schools in Nevada. Some may believe those schools give kids an advantage but so do magnet programs! If our public schools were provided some help and more resources for the students across the board then there would be no advantage, every school would be on the right track!

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature's commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD

I believe Decentralizing CCSD gave too many small components a lot of power which essentially puts a lot of pieces on different pages rather than everyone being on a centralized page and in cooperation with each other

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

I feel best qualified to oversee this budget because I believe in logical spending, responsible and reasonable spending. I believe I can help show what's best for the budget and how it's distributed amongst CCSD. If given the opportunity I'll be able to show better than I can tell.

Cortland Hill, District B – Continued

How would you describe CCSD's current financial standing? Please explain.

CCSD's current financial standing is not the worst, I believe every penny should be tagged and the board should be apart of every budget decision from the initial thought to the final approval. I do know the budget is shaky right now thanks to COVID-19 so the hit CCSD will take will be crucial but now is the time to show that you can do a lot with what you have if you think logically and on a wider spectrum.

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

I do not believe CCSD is sufficiently funded so more funds would most definitely help! I'd propose modifying our spending and the contracts we have or create with contractors and sub-contractors simply to make what we have stretch further. Almost like couponing, it may take a little more work but it's worth it in the long run. I'd also propose that we fight on the state level, on the federal level for the increasing of funds. Being such a huge school district we can't have the same type of funds that the average school district has. In order to be greater and achieve higher levels of success we'd need more funds!

Jeffrey Proffitt, District B

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

1. Equal access to education for every student, along with more access to magnet and CTE education.
2. Fair representation of rural schools
3. Reduction of construction and maintenance costs

Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent? What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings?

Question #3A: Yes

Question #3B: I think that a Trustee should have spent time researching the topics prior to the meetings. This includes feedback from your constituents and stakeholders. The topics also, if possible, should have come through the work session and the proper committee. Board meetings are a time for the public to weigh in and for Trustees to explain their votes to the public on the record.

How would you rate effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain.

I think the current board has done well during this COVID 19 situation in responding to an unprecedented situation. There will be time to reflect and make future plans when this is all over. The issue that I have is in their communication and public presence. I understand personality conflicts, but to have public, and sometimes very personal, attacks on one another is not acceptable of public figures that people are looking for leadership from.

Jeffrey Proffitt, District B – Continued

How would you rate the effectiveness of the current CCSD Superintendent, Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

Dr. Jara took on a very daunting task. CCSD is close to dead last in a number of metrics, including funding. I think that he has done a good job of evaluating certain aspects of the district and has taken action that isn't popular. I believe it is going to take more time to see if his decisions are going to be effective. I can say that from the outside looking in that Dr. Jara's team is very loyal to him and they respect him. There is something positive to be said about that kind of loyalty.

An aspect that can be better is his interaction with the political community, unions, diversity groups and the community as a whole. I think that communication needs to be better across the board.

What do you think makes up a high-quality education for students in Clark County?

Access to whatever the student does well. I know that is a short explanation to a complex question. I believe that every student should have a pathway from the basic reading, writing, math, language, etc. to applying these subjects in areas that interest them.

This is what I have advocated for in my career. I don't agree with memorizing to the test! If you give a student the ability to apply these subjects to their interests they flourish.

How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

5 out of 10! I don't think there are enough CTE and Magnet school opportunities to achieve my answer to question #6.

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

I do. The ratings should be used as an indicator not as an indictment. If a school continually performs in the one and two star rankings it would be time to assess the plan in place to address that school's needs.

Jeffrey Proffitt, District B – Continued

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

I believe that this current Trustee Board does focus and make decisions based on student achievement. I think that every decision that is made should come from the perspective of student achievement/engagement.

I would agree with achievement standards as a goal and not a mandate. Every student will have unique factors in their life and addressing the student as a whole doesn't always fit into a preconceived standard.

Do you think that student achievement should be used as a metric by which to evaluate teachers? How would you assess teacher performance? Please explain. Student achievement, yes. Standardized testing, NO! Assessing a student based on where they started to where they ended up at a particular time is fair, expecting that every student will achieve a preconceived benchmark is not a fair assessment.

Do you believe CCSD holds administrators to a high standard for the performance of their schools? How would you build on the way things are currently done? Please explain.

I think CCSD does hold them to high standard and they should. I think the best way to build on this is to have administrators attend continuing education provided by CCSD. Times continue to change and best practices and collaboration throughout the district need to keep up with these changes.

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

I am not a fan of charter schools. I think that they take resources from our public schools and are not governed in the same manner.

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature's commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD

Yes, I agree with this legislation. I think that we need to work on the SOT process and the individual school administration issues that have come with it. Where there have been

Jeffrey Proffitt, District B – Continued

difficulties finding people to sit on the SOT's and the proper role they play, along with administrators that have difficulties giving up some of the decision-making process are some areas that need to be worked on. Supporting this dynamic with proper communication, education and general support is what CCSD administration and CCSD trustees need to focus on.

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

I am the Business Manager of Sheet Metal Local 88. I am also part of the larger Sheet Metal, Air, Rail and Transportation Workers (SMART) International. I understand and have done extensive work with large organizations and budgets. Through our local trust funds, and 401k, of just over one billion dollars, and international trust funds, and 401k, in excess of eight billion dollars, I understand the details that go hand-in-hand with large organizations.

How would you describe CCSD's current financial standing? Please explain. Not good at all!! Nevada cannot continue to fund our education at 50 to 60 percent of what it needs. We cannot cut our way to successful education. As a Trustee I will do my part in lobbying for proper levels of funding. I think that it is time to start the constitutional process to tax mining at the same levels that other surrounding states do.

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

See my answer to question #15. I am open to any and all proposals.

Chris Shank, District B

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

1. Address teacher attrition, determine how many vacancies, review recruitment and retention procedures, establish an exit interview process. Everything we do as a School District must start with ensuring there is a qualified, motivated teacher in every classroom.
2. We must improve the public trust and impression of the School District, the Board of Trustees, and the Superintendent. This starts with a more open and collaborative interaction with the public. Regular, monthly community meetings with the Trustee and their constituents must happen. As a Board Member, I would be sure to share, publicly, all the truly amazing and innovative things happening in our schools.
3. I would work to increase per-pupil funding. I would work to accomplish this without raising any existing tax funding models, or establishing any new taxes. I would be an advocate for a State Lottery system, where the yield from the system would go into a lock box, earmarked for state schools. At a district level, I would advocate for an advertising program using school buses.

Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent? What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings?

I do, but I also think a primary function is to oversee CCSD's policies and regulations. For Board discussions I would like to see information disseminated in a way that the general public can understand and engage with. Limit all the "Teacher Talk". The board needs to hear about the progress or lack of progress of the Focus 2024 plan, but what I want to hear is the goal, where we are at, and what, if any modifications are planned to meet the goal. Public meetings need to be a place where the public can get answers.

How would you rate effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain. I would have to rate the overall effectiveness of the current CCSD Board as fragmented, adversarial, and lacking focus. I would like to see a sense of urgency on the part of the Board in addressing the current needs and issues facing the School District. Some of the questions I would ask are, what is the district doing to combat the teacher shortage? I want to see turnover rates, who is leaving the district, or the profession and why? Why are teachers transferring between schools, and what are we doing to address those reasons? Along with a more focused meeting agenda, all of the infighting, personal differences, and pandering must end. There must be consensus on the board. They must present themselves to the public as professional, competent and engaged public servants.

Chris Shank, District B – Continued

How would you rate the effectiveness of the current CCSD Superintendent, Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

I would have to say that Dr. Jara is performing well overall. He has a real plan in place to improve this School District, and he is having some success. The team he has put in place have a shared vision, and are implementing that plan. Dr. Jara must be more transparent, and he and his team need to make themselves more accessible. As a team they must work to improve the public trust in their performance and their vision. They must also be held accountable, by the board, to achieve results. At the end of the day, results are all that matter.

What do you think makes up a high-quality education for students in Clark County?

Providing all students with the best opportunity for long-term life success. The principal of the school where I served on the SOT would say, All means All, no gaps, no excuses.

How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

If you look at just the data only, our schools are failing. If you go into schools, look at what is happening in the classrooms, talk to parents, we see a different picture. I think as a district, we have some of the best people in the country working with our students, and we need to do what is necessary to support them. With that comprehensive support, along with holding everyone involved with the district accountable, we will see the data improve.

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

I do not like the Star Rating System. It is a data driven system, and data alone does not tell the whole story. I would be an advocate for a more comprehensive school evaluation system.

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

Currently, SBAC is what we have, and we must have a process of evaluating the standard. I think there needs to be a greater focus on student growth when evaluating student achievement. I think the board spends enough time on this issue, but again it needs to be more focused.

Do you think that student achievement should be used as a metric by which to evaluate teachers? How would you assess teacher performance? Please explain.

I think student growth should be the evaluation metric.

Chris Shank, District B – Continued

Do you believe CCSD holds administrators to a high standard for the performance of their schools? How would you build on the way things are currently done? Please explain.

The district does hold administrators to a high standard, and they should. The changes I would like to see, is again, looking at student growth as a school. I also think there should be red flags in schools that would trigger a more indepth look at a school. Those red flags would include high turnover rates, Safe Voice complaints, and parent frustrations with administrative lack of accessibility.

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

I do support Charter schools. Charters help foster competition between schools, and competition is good. They also give parents options. I do think Charters need to be held to the same standards as public schools, and there need to be better oversight on determining when and where Charters are established.

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature's commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD

I like more decision making at the individual school site. The administration, along with SOTs are in the best position to make those strategic decisions. I do think there needs to be more training offered to administrative staff, and SOT leadership on budgeting processes.

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

I have never worked with a budget of this magnitude, very few people have. I do understand, as a business owner the necessity of operating within a planned budget. To remain profitable, I can't spend more than I generate. With a budget as large as the school district's, I would have to look at it one piece at a time, and rely on experts to help me disseminate the information. I would look to ensure that every expenditure is necessary and focused on the overall goals of the district.

How would you describe CCSD's current financial standing? Please explain.

Our current financial standing was desperate before the COVID-19 pandemic hit. The statewide closures will make a bad situation even worse. As a district there are some very real financial challenges coming.

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

I do not think our schools are properly funded. The CCSD will have to rely on federal emergency funding to supplement revenue shortfalls. Moving forward, please refer to my top three goals. We must identify innovative, sustainable revenue sources.

Jack Stanley, District B

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

The top three functions of a CCSD Trustee, in my opinion, should not be in my opinion. I would first need a list of all the declared official functions of the trustees to choose the top three. I have what appears to be the most recent edition of the governance guidelines, GP-3 Board Responsibilities. <https://www.ccsd.net/trustees/governance/>. State and federal guidelines, along with the input of the board collectively, and the citizenry should determine the functions of the trustees. THEN the trustees should run/compete to let a vote stratify who the citizen residents of that district believe best can accomplish those functions. That all being said, I would at first read chose these three as the top functions:

1. Exercise informed oversight for the achievement
 2. Approve all CCSD policies and regulations.
 3. Assure successful Superintendent performance
- 2b. I would establish the goals that achieve the function's success through a Six Sigma styled process of decision making. I would establish these goals through parent, student, staff, administration, teacher, corporate, and community public leadership assessment. This, as much as any of the other questions I would hopefully be able to follow an established process that is working well, or if there is not one, then create one. The less I/we would have to "re-create" wheels for a process, the more effectively we are operating. Remember my objective is to weed out bureaucracy, to stream line operations to enhance efficiency and effectiveness of every effort in CCSD.

Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent?

What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings?

YES, see above.

The better question might be, do I agree that the stated primary functions of a CCSD Trustee SHOULD be to oversee budget and superintendent? This is a whole other conversation.

How would you rate effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain.

Jack Stanley, District B – Continued

4a. I rate the effectiveness of the current CCSD BoT, on a scale of say 1-5 with 5 the highest, as a 4. Given the current challenges due to the “social distancing” along with my increased level of attentiveness to their business, I have been quite impressed with how business has continued, almost as normal. From my “couch” I think there are many ways the board can improve its oversight, effectiveness, and efficiency, thereby passing down through the “chain of influence” the same until it pervades every level.

How would you rate the effectiveness of the current CCSD Superintendent, Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

Currently I would rate his effectiveness as a 4 (with 5 being the highest) based on the level of responsibility (i.e. freedom) provided to him.

What would I change? If I was elected to serve trustee AND the president of the board, I would change much more than if I become just a member of the board. In the latter case, I will make strong proposals for changing what I would if I were the president. Some of those are: - Equitability- in funding, staffing, opportunity, athletics, CTE programs, AP programs, Dual-credit programs, facilities, accessibility, supervision press coverage AND expectations of all the above. Please note that each equitable process needs to be monitored, assessed, measured, graded and adjusted as needed every quarter. Currently if at all, these are looked at annually resulting in actions and reactions that are much too slow. If we are going to raise the standard, we must get serious about it immediately, make the tough calls, make the right changes, and eliminate the broken systems, redundant systems, regardless of whether they are spaces, faces, or places.

- PPBE- Programming, Planning, Budgeting and Execution (PPBE) system. I would employ from top to bottom a PPBE cycle that allowed every ‘player’ to participate in the process. I would ensure every penny was toggled to a budget line item that was toggled to a specific learning objective (SLO). If a penny does not achieve a SLO that is either corrected or not-funded in the next cycle. This goes to effectiveness and efficiency. I also would run the PPBE system outside of the funding process. This is how the most successful organizations operate. Our funding requests would be made as a result of the PPBE system, rather than creating one to fit a budget. Most players will discover as a result our funding requirements will be reduced while efficiency, effectiveness and efficacy are increased.

Jack Stanley, District B – Continued

What do you think makes up a high-quality education for students in Clark County?

I have shared these in other answers. In short an HQ education is one that sets students for THEIR best success in life. The answer to what changes with time, so must the education. The methods must change with life and technology, the message also changes as science and technology evolve.

How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

I think the current board and schools do many things well. I'd give its overall performance a 5 out of 10. I appreciate its level of openness, how it permits most anyone to attend its public meetings, and to address to the board, submit questions and suggestions to it. I am very impressed with the Focus: 2024 CCSD's 5 year strategic plan. If the district stays focused on the Focus, I'm certain good things are in store. I think the current board does well in protecting its authority and executing its responsibilities.

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

YES. Star ratings these days are almost everything. One or two star schools must be analyzed in many ways before I could say specifically what needs to change in them. But read my comments on equitability, they explain to me both the problem and solution.

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

I have answered these elsewhere. The standards must be geared toward star ratings and most importantly, Here are some (17, to be exact) of the suggested changes we can make to guarantee student performance improvement (from Forbes.com):

1. **Assess every student *right now*.** Find their current ability and knowledge level in every subject.
2. **Create subject groupings for every subject based on knowledge and ability, and *ignore age*.**
3. **Re-assess every student's progress without teaching to the tests,** four times a year (twice each semester).
4. **Provide curriculum that builds upon itself:** cumulative, progressive, multisensory, and only as repetitive as each individual requires in order to master information.
5. **Teach subjects requiring memorization with interval learning techniques.** <http://iknow.jp>
6. **Keep subject groupings for every subject fluid** so students can move to another group easily and progress at their own rates and development of subject matter knowledge.
7. **Allow each student input to decide which group best suits her/him.** Ditto their parents, but listen equally to the

Jack Stanley, District B – Continued

students themselves. 8. **Reduce mandatory daily attendance from five days a week to three days a week.** 9. **Assign projects which require research and hands-on tactile experiences of every student regardless of age.** 10. Encourage every student to **create and maintain their student work portfolios online** "in the cloud" as well as on paper, so that a record can always be accessed by each student, her or his parents, and those with whom they would like to share their work (such as future schools, employers, etc.) 11. Immediately **implement keyboarding as a skill to teach three- and four-year-olds.** They will keyboard faster, learn to read faster, and will *learn* faster as a consequence. 12. **School should not begin before 10 a.m.** to give families (and especially pre-teens and teens) the amount of sleep they need. It is barbaric to require kids to think and attend anything when they need their sleep due to physical changes. 13. **Replace every chair with a standing desk or balance ball/seat** for ergonomic and physical movement in class. Children should not be static like statues while learning anything except how to model for an artist while holding totally still. 14. **Require that all teachers of gifted students be tested for giftedness themselves.** 15. **Require that all teachers of highly gifted students be tested for being highly gifted themselves.** 16. **Remove the requirement of teacher training, and allow professionals with subject matter knowledge to teach.** Either by classroom management training, or (better yet) assigning them a classroom 'teacher-manager,' so that the professional is only responsible for imparting information and engaging the class. Exposure to life is important and critically missing. There should be **mandatory community service** for every student at least four hours a week.

Do you think that student achievement should be used as a metric by which to evaluate teachers?

YES

How would you assess teacher performance? Please explain.

This would be a very complicated, but through analytics easily calculated, set of metrics. Some the metrics are standard (such as opportunity, course work, and expectation) and are measured quantitatively. Some metrics would be relative, contextual, or conditional (such as standard of living, family environment and engagement, mental & physical health and many others and are measured qualitatively.

All this is part of my push to achieve, and then maintain equality in instruction, expectations AND performance

Jack Stanley, District B – Continued

Do you believe CCSD holds administrators to a high standard for the performance of their schools?

YES, but I don't think the metrics they hold as "high standards" are necessarily the ones they should be. These are hot button issues, but when we let politics and leaders' personal opinion govern the definition of high standard, we no longer have any. In other words, if we are going to get our best teachers and administrators to run the worst (most challenged) schools (which will turn the tide on ratings) then many standards must be based upon the conditions or challenges which they faced.

How would you build on the way things are currently done?

I would "spoil the Egyptians" using a metaphor from psychology. Make the most of what currently exists. Don't reinvent wheels where all they need is more grease, or tire pressure, or new brake pads. Or maybe the wheel in principle was a great method but the manufacture or utilization was flawed.

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

I only support the "charter" tag for schools with specific and special qualifies. Say for the hearing impaired, blind, high intellectually, or skillfully gifted (so much so that no classes offered will actually educated them). I do not support them as a creative means for segregation/separation of classes, creeds, races, or colors.

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature's commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD ASSEMBLY BILL NO.

469—Referred to the Nevada Committee on Education provisions for the reorganization of its large school districts. As you read through my responses you will see many similar suggestions to 469 clearly showing that in principle I am very supportive of the intent of the bill. It is yet to be clear whether such restructuring efforts are or will achieve their objective. To me, the only way massive organization can develop, endure, and succeed is by working on a spirit of delegation. Delegated authority, responsibility and accountability. When the execution of school operations are pushed down to the lowest level of leadership possible, that organization is flexible. That organization can respond quickly to collective or pointed changes. Such as in the

case with the COVID-19 responses. We have been the slowest district in the state to get on board and operational with a change to online education.

If these actions and decisions were left to the “precincts” there were many schools (such as my own) that could have been up and running before the stay home order came, as we knew it was likely coming 2 weeks prior. Consider the expectation that each student be contacted once a week. Along with that “order” there were strict guidelines on what constituted said “contact.” That is where the precincts or even down to the principals themselves should be given the freedom, and therefore responsibility for execution. But as it was, from the top minute directions were given while being every so slow on adaptations.

Another benefit of this bill is that it, in principle, allows the headquarters administration to focus on the big rocks taking those off the hands of those down in the trenches, while the lower branches can have relative independence to focus on the small.

Another benefit of this bill is when the dispersed operators sense they have a say in the framework that governs them they are generally more vested in the outcomes, morale is strengthened, and they have more freedom to adjust and adapt to achieve statewide or even district wide objectives, and even define for their setting the measurements to those achievements.

Another benefit of this bill is that when successfully applied, it changes the “large school district” from a top-heavy organization in a stream-lined one. At the time I write this, literally thousands of communication request for clarification flowing up that slows down the “ship,” distracts administration from steering that ship, takes their “hands” off the wheel, over rather mundane and irrelevant minutia that could have so quickly, effectively, and more efficiently been settled and moved beyond during that same time they are waiting on the decision. Few involved in our current crisis are acting and reacting as if this bill wasn’t already law.

Another, if but secondary benefit of this bill is that it allows for CCSD employees to be responsible for their schools success. It increases the likelihood that concerns will be heard and addressed.

I could continue to illustrate the POSSIBLE positive ramifications of this bill. I could write a book on the benefits of decentralizing execution, but I a few dangers certainly can come from this bill without the proper checks & balances:

On even a cursory review of the bill, it appears glaring that this bill for “large school districts” is really in spirit, a state order to CCSD. The bill does not clearly even define “large. Therefore there are ways in which this bill passed by senators in Carson City, is in itself practicing the opposite of what it proposes. It is giving a whole new set of reorganization and restructuring guidelines to public school districts that in principle are administrated, funded, and filled by citizens of that district. This could be considered administrative and unconstitutional over-reach. The bill might better be a very simple and short bill that gives local school districts (of any size) the rights they should already possess: to organize themselves as they see fit, with

the only requirement that they conduct the necessary assessments to reinforce how they have chosen to organize.

One danger in decentralizing is that when you get a bad “egg” in a certain position, or when precinct autonomy results in the worsening of a school, the challenge to correct it might be greater. If some employees find themselves working in a toxic environment, they might not sense the freedom to escalate their concerns when they don’t feel heard by their immediate local leadership. Suffice it to say, I believe the benefits of leadership and responsibility “dispersment” far exceed the negatives.

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

Review my answers and explanation of the PPBE cycle on pages 4 & 5. In summary, I am not the best qualified. No singular person is best qualified, which is why it requires a board with specialty/subject matter expertise. The expertise I bring is an understanding of statistics, or metrics (goals & measurements), education in both pedagogy and content. I bring expertise in processing a budget to the extent that every penny is toggled against a learning objective and then tested for its success in contributing to that objective every quarter. We must get away from a one-time shot annual budget. That is not working in real life. We must be agile and flexible in all our processes so we can reset and retarget at any given time. Think of how our transition to online would have been so smooth if we were operating this way.

How would you describe CCSD’s current financial standing? Please explain

Quintessential: cart before the horse. It is not effective to plan an operation around a budget. We must plan our budgets around our operation. It’s how every corporation sustains or it’s why it goes under. It becomes myopic and works backwards. Instead of handing down our budgets we need to hand up our budgets, changing the focus of the central offices to take care of the funding so the decentralized institutions of education can stay focused on teaching objectives.

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

YES... Probably. Here is what I know (and I said it first) more money doesn’t guarantee anything, except that we will spend more. We need to improve A LOT before we focus on improving funding. More money does not necessarily result in improvement. Better processes (such as hiring & firing, licensure, certifications, facility management, and fiscal responsibility must be fixed first.

It’s all about the children. We need to simplify, become much more efficient and effective if we are going to stay together, then use the power of our size to do better, this is my creed, as Linda Creed so well put into words, a song of which you must all be familiar. The children of

Jack Stanley, District B – Continued

Clark County have been counting on us to prepare them for success in life, but we have consistently failed to deliver. We need to do better so the children can learn, be impassioned, be developed in leadership and character. Instead of deciding for them the way they should go and what they must be great at, why don't we, like the good proverb directs:

“Raise our children in the way THEY should go, Then
when they are grown, they will not depart from it.”

"Greatest Love Of All"

I believe the children are our future Teach them well and
let them lead the way Show them all the beauty they
possess inside Give them a sense of pride To make it easier
Let the children's laughter remind us how we used to be

Everybody's searching for a hero People need
someone to look up to I never found anyone
who fulfilled my needs A lonely place to be
And so I learned to depend on me

How about we raise and teach our children in a way they will not believe then only people they can depend on is themselves. Raise them in a way they will trust us, they will believe we have THEIR best interest in mind. Our children (and their parents) are the customers of CCSD.

Bryan Wachter, District B

Why are you running for CCSD Trustee? Please explain.

I want to serve as a Trustee because I believe we can do more for our children. My wife is a CCSD teacher and we're raising our sons in District B, the same district where I attended school. I have spent my career building consensus between government and business, and I see firsthand the central role that education plays in every facet of society.

Our system is clearly broken for the vast majority of our students; more than half of our fourth graders and more than half of our eighth graders are not proficient in basic math and reading. That has a lifetime impact on each of those students. I can't sit by and watch us fail these students when I know with stronger leadership on the School Board, we make things better. As a trustee I can make an impact for my kids, your kids and improve the reputation of Clark County's education system in the community.

I have not previously run for office, but I've spent more than a decade working with government at all levels, and as a CCSD parent, I'm a regular attendee at Trustee meetings to do my part to make sure parents voices are represented.

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

- a. Restore trust among the different stakeholders in the district; we can't do anything else well, until we're working together.
- b. Refocus the Board of Trustees to concentrate on student achievement as it's first priority. It's not a line item on the agenda, it needs to be a part of every agenda item.
- c. Strategically review the district's human capital and how it's being utilized.

Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent? What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings?

Yes. The board should spend most of its time on student achievement, the budget, and oversight/review of the superintendent's goals and metrics.

How would you rate effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain.

I would rate their effectiveness as developing. They are really good at reacting to situations and they could improve upon district goals by being more proactive. The COVID response is an excellent current example of this at play, slow on the up-take and then they are finding their groove. They would have been more effective if they had taken steps in the middle of February, when the CDC recommended school districts to start planning.

How would you rate the effectiveness of the current CCSD Superintendent, Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

Bryan Wachter, District B – Continued

I would give Dr. Jara a C. He has made several missteps in understanding the general community and different stakeholders within CCSD (think of Deans). However, I think he has navigated some big challenges. We are just starting to see some metrics based on purely Dr. Jara and I am hopeful on where we could be going.

What do you think makes up a high-quality education for students in Clark County?

A high quality education is one that arms every learner with the skills and tools they will need to create and sustain an economically secure livelihood, become active and knowledgeable participants in our democratic society, and improve their own well-being.

How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

I believe the raw materials exist to deliver the high quality education our students deserve. We are not meeting that standard. I believe this is because our system is antiquated, we shouldn't be trying to provide a 1950's education to today's children.

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

Star ratings are good for telling you how schools perform on specific metrics. It's a great barometer but not a true picture of how schools are providing services. The district is really good at recognizing there is a problem and then demanding a sudden "new" solution to the same problems. Our schools need time to address and implement and then reassess. We need to think long term. We need to listen to our schools when they tell us what the need and provide them the flexibility to meet their challenges with every tool in their tool box.

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

I think our standards are fine, I think our expectations are too low. The district does not push our kids to be academically challenged, no matter the cohort. Limiting grades to 50% does not help that student and it's not providing that high quality education we should be aiming for. The board does not spend enough time talking about student achievement, Opportunity180's own data tells us that.

Do you think that student achievement should be used as a metric by which to evaluate teachers? How would you assess teacher performance? Please explain.

In a perfect world where we have given teachers the tools they need and every student has access to every service they need, then yes student achievement should be used to evaluate teachers. With such a strong policy on social promotion, holding subsequent teachers accountable for missed standards in previous grades is an unfair hurdle for our teachers to meet. Teachers should be evaluated using student performance, administrative oversight, and I think peer to peer input could enhance that evaluation.

Bryan Wachter, District B – Continued

Do you believe CCSD holds administrators to a high standard for the performance of their schools? How would you build on the way things are currently done? Please explain.

CCSD holds their administrators to very public and often times impossible to meet standards and goals. When we grade principals on attendance and we hold schools accountable we're implying that the priority is on seat time and not on what we do with those students when they are in our classrooms. Attendance is important but we have local governments and other partners who recognize that it's a community issue, yet a school's attendance affect's their star rating.

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

I do. I think that they provide a relief for overcrowding and can be a valuable resource on new methods and operations that can then be applied to the general school populations.

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature's commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD.

Education decisions should be as local as possible. We have seen some challenges with how the decentralization has worked and more should be done to provide SOTs with the agency they need to be more effective. They should also be able to balance the power that 469 provided to principals.

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

I have been involved in the discussions on both crafting and funding the state budget since 2007. I have served on the Clark County School District Budget Advisory Committee and have intimate knowledge with the school district's general fund. I also sit on the SOT at Mojave High School and I am versed on how that state budget ultimately makes it way to our classrooms. I would rely on that extensive knowledge moving forward.

How would you describe CCSD's current financial standing? Please explain.

The district is been under fiscal watch status with the state department of taxation for failing to maintain an adequate ending fund balance. There was a point where the district only had several hours of operating expenses in case of an emergency. We've seen what that emergency will look like and the district is unprepared to meet, with will soon be, it's greatest fiscal challenge ever.

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

I believe CCSD should be getting better results from the dollars they currently have. There is no doubt that targeted and large dollars can move the needle on student achievement if we are spending them on more teachers or more classrooms. Nevada should modernize it's sales tax structure and lower the over all rate while redefining what constitutes a retail sale, by expanding the base but lowering the rate we can lower how progressive our sales tax in Nevada is, and provide more funding for education priorities. The district first, will have to show it is capable of utilizing its resources in new and different ways.

Katie Williams, District B

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

1. My biggest issue is finding a holistic community approach and figuring out where we need to prioritize spending to improve education in the almost 50% of schools in District B which reside in the 1-2 star area.
2. Not accepting a paycheck until every school in District B is raised to the 4-5 star level.
3. Introducing school choice into the conversation and putting powers back into the parent's hands.

Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent? What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings?

Yes, The board should oversee everything that the district is doing, but each school should have some autonomy to act on small issues within the school. No one should be micromanaged, but the board needs to understand what issues each individual school faces.

How would you rate effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain.

There are certain communication aspects I would like to see changed. There is sometimes infighting amongst board members, and while I don't think they will always see eye to eye, there is a decorum that is assumed. Aside from that I appreciate that some board members make themselves available 24/7 to their respective district.

How would you rate the effectiveness of the current CCSD Superintendent, Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

Dr. Jara in the middle of this pandemic is doing the best he can. No one was prepared for this and this exposed many weaknesses in many organizations. That being said, I would like to see Dr. Jara really focus more on communication with parents and administrators. Many times in meetings he directs questions to others and rarely answers them himself. No one in a position of power is perfect and there are things we may not see behind closed doors. He is the face of the district and for us to be the 5th largest district but ranked 46th in the nation, we should be doing better and unfortunately that falls on him and the board.

Katie Williams, District B – Continued

What do you think makes up a high-quality education for students in Clark County?

More money doesn't always equal better education. There is a common misconception that if there is a problem we can just throw more money at it until it works out on its own. I think education in CCSD is good for the most part, but there are many students finding themselves in the real world with no real world experience. Some schools are great at preparing students, others lack efficiency. I would like to see every school go back to some of the basics in order to prepare students for real world environments.

How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

I would rate the current performance of CCSD as lackluster at best. There are certainly individual schools that do a fantastic job, but unfortunately far too many of our schools perform at low levels. In District B alone, almost 50% of schools reside at the 1-3 star level.. CCSD is simply too big to provide a quality education all around.

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

The star ratings are important benchmarks, and they allow us to establish in general how a school is performing. However, much like an engine warning light, while they allow us to detect a problem, we can't always see the actual issue from those indicators. That's why I think we need a more localized approach to education on a school by school basis, finding ways to make the changes necessary to make actionable improvements, not just raise ratings.

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

I think that conversations about student achievement currently don't do enough to focus on solutions for individual schools and areas of the District. Additionally, any of those conversations lack value without increased parent, teacher and student engagement as a part of them.

Do you think that student achievement should be used as a metric by which to evaluate teachers? How would you assess teacher performance? Please explain.

Student achievement is a great metric for determining if there is a problem. While it should not necessarily be used for all decisions, student achievement trends can be symptomatic of issues or successes, and should be included in the line of thinking when it comes to evaluating our educators.

Katie Williams, District B – Continued

Do you believe CCSD holds administrators to a high standard for the performance of their schools? How would you build on the way things are currently done? Please explain.

I do not believe that administrators are held to a high enough standard in terms of performance by their schools. With a district this big, lacking other solutions, the impetus is on the individual principals to collaborate to ensure the success of their schools. At least in District B, I would foster an environment of communication with administrators in my area to effectively evaluate what their needs are, and then advocate directly for their needs. Before we can necessarily evaluate our administrators, we need to set them up for success with the resources they need. Right now I do not think they have that either.

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

I am in favor of school choice. All students do not learn in the same way, and parents should be given the option to find the institution that provides their students the best education possible for them, using the education funds allocated for that pupil.

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature's commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD.

I believe it's a great step that does not go far enough in terms of localizing the decisions that affect education the most. I think that a restructuring with multiple districts will do the most to make sure our students are receiving the best education possible—one centralized district cannot effectively make decisions on the education of hundreds of thousands of students.

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

Being in the military we see spending all over the place. We understand that the equipment we use is worth millions. No one should be scared of handling a large budget if they understand math. There is only so much money to go around and we should stretch every dollar as if we only had half.

How would you describe CCSD's current financial standing? Please explain.

The budget and debt CCSD carries is immense. The division of funding is inequitable for many schools(especially in District B), because the structure being overseen by the district is simply too overwhelming to manage.

Katie Williams, District B – Continued

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

I think there is always room for improvement, and that there needs to be a down and dirty type of audit to determine where spending can be more effective. What can we afford to lose? Where can our funds be better routed in order to meet the district needs? Can we support more items with a smaller budget? Or can we route certain funds to give teachers raises? This is the best we can do until the size of the district is adjusted--the fiscal office for CCSD is pretty overwhelmed under the current structure.

Antonio Bowen, District C

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

1. Student achievement by BRIDGING THE DIGITAL DIVIDE and reduce classroom size
2. TEACHERS AND SUBSTITUTES, SUPPORT STAFF ADVOCATE FOR SALARY AND RESOURCES
3. Rewrite the funding formula

Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent? What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings?

I believe those are two important factors of a CCSD trustee job. But I do not believe that's all a trustee is supposed to do. I believe a trustee should be a true voice of the community and listen to the community problems and express their concerns. And also work hand-in-hand with all of their schools.

How would you rate effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain.

I believe the school board trustees are doing the best that they can. Many of them are actually trying to effect good change but one thing they do well it is argued with each other! What I win School Board trustee I plan to work with all the trustees and help bring balanced governance.

How would you rate the effectiveness of the current CCSD Superintendent, Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

I believe our superintendent is doing the best that you can do. I believe he can improve his communication with the district trustees and also work on balanced governance. Yes he is the superintendent in the CEO of the district but he do not call the shots by his self and that's what he needs to understand.

What do you think makes up a high-quality education for students in Clark County?

a quality education system for students requires us to put the students first. We also have to have a good climate at all schools that make students feel welcome and like they want to be there.

Antonio Bowen, District C – Continued

How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

The current trustees in administrations are doing the best that they can unity requires you to know who you are. and when you don't know what wrong and what part of the puzzle you play you can truly messed things up. And we have people in positions that don't know what part they really play.

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

The schools that have one or two stars are in a low poverty neighborhood. AKA title 1 schools that means they need more help and support from their trustees and superintendent.

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

No they do not spend appropriate time talkin about student achievements. They spend more time talking about contracts that need to be renewed. And testing students yes testing is a very important part but students need more time in the classroom than testing time. There is no academic goals set by the board that is brought up at any board meetings.

Do you think that student achievement should be used as a metric by which to evaluate teachers? How would you assess teacher performance? Please explain.

I believe student achievement should play a part of the assessment but should not be the main focus. But Administration assessments observations and teacher Goals and objectives.

Do you believe CCSD holds administrators to a high standard for the performance of their schools? How would you build on the way things are currently done? Please explain.

I believe our administration is being held at a hi standard but is not receiving the support that they need. as a trustee I will make myself available for anything that the administration needs us to do or help them. I will also help build on the things that are working and that they already have in place and also bring new ideas to the table. I believe we also should have teacher round tables with the teachers can come to the table and give us new ideas as well because they are in the classroom.

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

Antonio Bowen, District C – Continued

I do support charter schools only if they're bringing something different to the table other than what the normal education system is offering.

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature's commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD

I believe decentralizing would not be equitable. With decentralization you get the rich District versus the poor District. Clark County is the fifth-largest school district which means there are 4 other districts that are bigger than us and they are functioning better than us so that means the population is not the problem it's the people who's running the district.

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

I'm the best qualified person to handle this budget because I have a business administration and marketing background and certified in education finance. I serve on multiple boards of directors that have million dollar budgets that I oversee.

How would you describe CCSD's current financial standing? Please explain.

Like any business any organization could always use more money. But as a trustee I will make sure we complete a forensic audit. And also work with the legislation to rewrite the funding formula.

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

I will rewrite the funding formula. As we have learnt once again that the Clark County School District cannot solely depend on casino tax.

I will work with the state legislators to do a bill for a State Lottery like Massachusetts. That all money goes towards the school system.

Barbara Dreyer, District C

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

I have more than three goals.

- **Lower class sizes:** It has been proven time and time again, that smaller class sizes improve a child's education. I am committed to actively working to reduce class sizes for our children.
- **Eliminate discrimination:** Our children have a right to learn in an environment free of discrimination and bias. I will work to identify and eliminate bias in our schools.
- **Accountability:** Parents and citizens deserve to know how their hard earned money is being spent on education. If I am elected, I will work to ensure that your money is spent wisely and efficiently. As your elected representative on the Board of Trustees, I will hold the Superintendent and educational leaders accountable for their duties.
- **Safety:** When parents send their children to our schools, they expect their children to be safe. I am committed to ensuring that students and staff have a safe environment.
- **Capital Improvement:** We need more schools in our community. We need newer schools. I will work with our respective City Councils, County Commission, and Nevada Legislature to improve our education infrastructure.
- **Reduce reliance on testing:** Children learn from quality instruction as opposed to over testing. I will work to reduce the overreliance on testing.
- **Collaboration:** As your Trustee, I will work with all levels of government to ensure that our District schools receive the best treatment and respect.
- **Community and Business Involvement:** I will work with community and business leaders to ensure that our students have access to opportunities and are ready to embark on a productive future whether that is in a skilled trade or college.
- **Innovation:** We must have schools that utilize innovative educational concepts to educate our children.
- **Respect:** An environment of dignity and respect must be practiced in our community schools. No staff member, student or parent should ever feel that they are being disrespected and disparaged. I am committed to ensuring that respect is paramount in our professional relationships. Furthermore, respecting Educators will foster and further encourage future generations of successful graduates to want to join the profession.

Barbara Dreyer, District C – Continued

Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent? What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings?

It is the role and responsibility of the Board of Trustees in collaboration with the Superintendent to develop policies for CCSD. This is achieved through collective research, collaboration with experts to include the Superintendent, and a commitment to implementation through the use of the vote of the Board of Trustees. It is the duty of the Superintendent to implement those policies. While the Board of Trustees collectively provide oversight, each individual Trustee within their respective Trustee District should be productively and professionally engaging with school administrators, teachers, support personnel, parents, guardians, and students to ensure that applicable policies are being implemented. Through open dialogue with the Superintendent, Trustees should maintain a relationship of respect, professionalism and candor as opposed to insincerity and unprofessionalism. Board meetings should focus on public discussion on the reasons for policy development and implementation. Meetings should not turn into events where there is unproductive banter and a climate of disrespect and fear. I believe the Board of Trustees should focus on

- Academic and Personnel Status within each individual Trustee Districts
- Report of the Superintendent
- Financial status of CCSD
- Public comment from faculty and staff in relation to morale and perceptions
- Public comments from parents and students relating to morale and perceptions

How would you rate effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain.

There is clearly a perception from the residents of Clark County as well as other elected officials that the CCSD Board of Trustees is not as effective as it could be. This is due in part to a failure to understand the role, duties, and scope of the Board of Trustees, antiquated thinking, a lack of clear communication and engagement with stakeholders and perception of individuality as opposed to building consensus. No one individual Trustee can perform their

Barbara Dreyer, District C – Continued

duties without collegiality/team work. I believe that it is important for those seeking the office of Trustee to understand their duties and responsibilities, the science of education, and how it is executed on both the macro and micro levels. It is also important for Trustees to openly and honestly engage with all levels of government as well as other stakeholders in order to promote the best interest of the Clark County School District. Trustees are policy makers who must work as a collective team focused on effective oversight and governance of the Clark County School District. It is important for me if I am elected, to be a consensus builder and an effective fellow teammate.

How would you rate the effectiveness of the current CCSD Superintendent, Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

There is clearly conflict between Dr. Jara and some CCSD faculty and staff, some of the Trustees, other elected officials, and the general public. This is cause for grave concern. While I am not going to engage in publicly bashing Dr. Jara, I believe it is important to hold the Superintendent and CCSD Administration fully accountable. As an educator, I support identifying shortcoming and working with the individual(s) to correct the shortcoming or the behavior. I believe Dr. Jara has quickly taken charge as a leader; but, Dr. Jara has failed to build consensus among stakeholders. I believe this can be improved through collaborative effort among stakeholders; vociferously promoted by the Board of Trustees.

What do you think makes up a high-quality education for students in Clark County?

What makes up a high quality education, is the providing of a system consisting of community schools with classrooms and professional educators that are committed to ensuring the efficient education of children in a safe, nurturing, environment. When our children are in a classroom that is delivering diversified instruction by a professional educator with quality classroom management where expectations are posted and explained, when educators feel supported by their administration, where inquiry is encouraged, critical thinking is engaged, when learning is the primary goal, then high quality education is possible for ALL students of Clark County.

How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

CCSD rates 35th in terms of student achievement. We should constantly be praising our students and staff because of that achievement and encouraging all positive strides .That

Barbara Dreyer, District C – Continued

does not mean that we cannot improve. We must always strive for improvement. We must model positive affirming behaviors in order to ensure achievement. We must focus on ensuring that the classroom is a safe place for students and staff both physically and emotionally, which would allow for a reduction in distractions, an increase in retention of highly qualified educators, as well as allow for a deeper focus on curriculum. Streamlining the overtesting of our students in CCSD is another important discussion to continue to further increase the high quality education our students receive in Clark County.

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

I don't believe the star rating system is an effective system. The intentions might have been good; however, it also unfairly labels schools. Those schools that receive low ratings should be reviewed. I was teaching at Desert Pines High School when it was "taken over" by the district as the struggle to improve our star rating did not happen fast enough. My classroom and many others were completely disrupted by the mid-year changes that the failure to improve within our five-star system had created. As our Principal was moved mid-year, to another school which then is also disrupted, and the cycle continues. I believe that there are many factors that need to be addressed when looking at the cause of schools stuck in the lower star rating. The negatives outweigh the positives of the star rating system as it stands.

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

Again, we are 35th in terms of student achievement. The constant narrative being promoted is that our children receive the worst in education in America. That negative narrative leaves a lasting bad impression on the students, parents and the general public. That is yet another reason why it is important that we elect Professional Educators to the CCSD Board of Trustees. Educators that understand the dynamics of education policy and education science. It is good practice to set SMART goals that are measurable and attainable for the short term as well as the long term.

Barbara Dreyer, District C – Continued

Do you think that student achievement should be used as a metric by which to evaluate teachers? How would you assess teacher performance? Please explain.

I do not think holding educators accountable for student outcomes when educators are responsible for a small percentage of the student's day is an acceptable practice. There are many outside influences that have nothing to do with the educator, that need to be taken into account, ie) SES, Family problems, illness, prior background knowledge, children of Military families., etc. We need to evaluate educators on their understanding and use of best practices in education, innovative techniques and processes utilized by the educator, rapport with students, and interactions with students, staff, and parents.

Do you believe CCSD holds administrators to a high standard for the performance of their schools? How would you build on the way things are currently done? Please explain.

CCSD at times places undue burdens on Administrators that lead to unrealistic expectations for classroom teachers and support professionals. I believe we need to take a more holistic approach to gauging student achievement. We have students that might not achieve an "A" grade; however, they are giving it their best effort and they might achieve a "C". This is student achievement because the student has grown and learned the concepts that the educator has imparted.

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

I believe that charter schools are being used and depended upon more as we have built less traditional schools. It is no secret that we need more schools, and that we have overcrowded classrooms. While I am supportive of parents to have choices and options that suit their needs, I am for strengthening our public schools for generations to come, and Charter schools divert precious funds from traditional public schools. Charter school advocates constantly promote the belief that charter schools have more streamlined processes. However, these same officials are often the same persons who place undue burdens on traditional public schools.

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature's commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD.

AB469 puts an undue burden on already overtasked administrators, teachers, and staff. CCSD employees still have to make very difficult decisions about maintenance and repairs. Additionally, it contains unfunded mandates on CCSD, and we have already seen how

Barbara Dreyer, District C – Continued

unfunded mandates adversely affect the ability of CCSD to carry out its mission and goals. While decentralization sounds like a great idea, the implementation has been very difficult. We need to immediately reconsider the effectiveness of AB 469.

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

As a former CCSD High School Science Teacher, I was already responsible for millions of dollars of CCSD equipment as well as the lives of over 200 students per day. I am fully aware of how responsible or irresponsible fiscal policy from the CCSD Board of Trustees impacts the school and the classroom. I am more than aware of the fiscal responsibilities that the Board of Trustees have. By putting my knowledge and experience of how these responsibilities impact the individual school and the individual classroom. I am able to ensure that we are effectively and efficiently being proper stewards of our valuable fiscal resources.

How would you describe CCSD's current financial standing? Please explain.

Since we are now facing a Post COVID-19 situation, CCSD will be significantly challenged. The State of Nevada is estimating a potential \$687 million dollar shortfall. This will definitely affect our budget moving forward. Until our businesses re-open, it will be very difficult to properly ascertain the future financial standing of CCSD.

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

We are 49th in terms of education funding when compared to other states. As a trustee, I believe that it is imperative that we research our funding sources. I have recently heard that CCSD returns millions of dollars in Title I funding from the federal government. I want to know what the justification is for returning those funds. We must look at revenue generation ranging from IP1 funding, cannabis revenue, and potentially other sources. We must also work with our political partners; i.e: municipalities, county, and state officials in order to ensure that our schools are properly funded.

Carol Ferranti, District C

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

1. Increase quality and continuity of IDEA special education rights for all students with all abilities. Increase training for all staff on neurodiversity, develop research and collective alliances with existing resources and research entities. 2. Complete a cost comparison of budget, policies, and revenue streams with similar jurisdictional districts 3. Build and retain community trust through partnership opportunities as a district to create sustaining community engagement.

Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent? What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings?

We must create an accord on how we operate as an alliance and not as opposing sides for the best interest of the district. I feel as if each of the board and superintendent have not developed a relationship. I also believe that the board's actions are outside a parliamentary structure which pits side against each other. The board meetings seem to be missing decorum and structure. I have never seen a legal representative who acts as a consultant regarding actions by the board nor have, I seen any sort of Robert's Rules followed.

How would you rate effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain.

I see the current board as having a better sense of authority within their duties but only as individuals but not as a collective group. I understand open meeting laws have their place in a less official interactions would go a long way when it comes to creating a more cohesive rapport with each other. I see the Trustees as having to connect with the community more but not having the support or resources to do so. This would be something I would encourage and help to facilitate.

How would you rate the effectiveness of the current CCSD Superintendent, Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

I see the current board as having a better sense of authority within their duties but only as individuals but not as a collective group. I understand open meeting laws have their place in a less official interactions would go a long way when it comes to creating a more cohesive rapport with each other. I see the Trustees as having to connect with the community more but not having the support or resources to do so. This would be something I would encourage and help to facilitate.

Carol Ferranti, District C – Continued

What do you think makes up a high-quality education for students in Clark County?

Define high quality? I what I believe you might mean that in order to have quality education we must establish, conduct, and fund work that strives to always improve the health, education, and evidence- based policy through research collaborations in Nevada. Additionally, quality education would be used to create desirability for quality educators to serve within our community. These concepts would improve efforts to attract and retain educators to the CCSD.

How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

We can do better. We need to form short term goals and long-term goals regarding increasing teacher salaries and teacher educational opportunities. I believe we need to hire grant writer/facilitators to be assigned to each school. This will help ensure grant opportunities are commandeered and managed appropriately.

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

I am not sure what “star-rating” that you are referring to regarding children and schools. There a few one included is our Safe Routes regarding pedestrian safety and community planning methods. If you are referring to out state’s DOE then with the last report published by CCSD was the achievement of a 4-star and 5-star rating for 98 schools on the 2019 Nevada School Performance Framework (NSPF). However, this is less than a third of our schools and is unacceptable. Solutions are review what each schools’ successes are and what are the failures ie... attendance, teacher feedback on student mental, emotional, and physical wellbeing. Comparisons of community engagement between both successful schools and those which are struggling academically. Research has provided evidence that strong community engagement within communities where schools are situated have a high level of sustainability of academic successes among attending students. Additionally, staffing shortages leave huge gaps with student services and satisfaction in the workplace. Staffing enhancement through continuing education opportunities and recognition help to sustain a more rewarding work environment.

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

No, I do not believe that they spend enough time discussing student achievement. My take on the experiences that I have read and observed are that each agenda has little time to highlight student

Carol Ferranti, District C – Continued

achievement due to the vast amount of normal business items which require either policy, statutory, or fiduciary attention. A review of the process in which items are built within the agenda together with an audit of other large jurisdiction boards is needed to establish best practices in managing time. I believe we must maintain evaluative standards for student results in order to choose specific cost- effective programs. The question should be, how are we measuring student outcomes? Certainly, by creating set performance measures, standards, and administration methods we can effectively maintain continuity of analysis for the qualifying uses.

Do you think that student achievement should be used as a metric by which to evaluate teachers? How would you assess teacher performance? Please explain.

As we know through research, we have no sole set of skills, attitudes, interests, and abilities that all good teachers possess. Some of the best indicator are within real-time feedback such as student achievement data, parent feedback, systematic observations to include principle reports and peer review materials. Student reports should also be part of the collective evaluators to best calibrate effective instruction. There is no set evidence based, one size fits all evaluations.

Do you believe CCSD holds administrators to a high standard for the performance of their schools? How would you build on the way things are currently done? Please explain.

First, I would like to better understand the variables such as the current practices and products of performance measures. Then conduct a school-wide anonymous survey of all employees to include support staff and teachers view on the current environment of their workplace. Categories would include several various types of workplace influences on performance, perceptions, deficiencies or shortages needed to complete tasks.

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

All students are created differently, learn differently, and have varying needs when it comes to educational necessities. We as a progressive school district must overhaul our basic functions and then move forward in successfully creating and implementing independent evaluations for every student. These evaluations can be comprehensive in nature to better disperse the aspects of the need's assessment. Academic, mental health, educational abilities, create structured and focused opportunities for students that utilizes data to identify areas where instruction needs to be strengthened, where students may need additional support, or where students have a natural

Carol Ferranti, District C – Continued

interest in the subject matters or program. We must emphasize more of what students can do rather than what they cannot do.

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature's commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD

I believe that giving discretionary decision making to principles can be a complex situation for school equality and too open to interpretation. I completely understand giving some decision-making powers to the principles however standards need to be the pillars of each school and the district. How are we as a district able to gauge school proficiency and accomplishments if there is no standard of deviation measure. I have experienced firsthand principles who did not bring the best to their students and teachers because of perceived issues within a district approved curriculum. Thresholds of accountability and an assurance of continuity among SOTs for the principles and school district administrators must be established before we can move forward. Assistant superintendents must take on much more in order to be more effective leaders as overseers for the superintendent. Someone must be the Sheriff to ensure justice for all.

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

My experience extends to years of grant management, strategic planning and budget meetings during my agency's time during the economic downturn. I assisted in the annual strategic planning and policy development sessions for the department and my area command. I was asked to compile community related statistics, demographics and community resource efforts. Additionally, my grant management experience has afforded me extensive knowledge on match, in-kind and capital funding exposures as well as helping to develop funding streams for community programs. My exposure with non-profit budgeting and philanthropy has given me direct experience with Nevada Revised Statute (NRS) and Nevada Administrative Code (NAC) on applications for the development of NRS 82 non-profit guidelines. I have also been an executive board member on several non-profit and state advocacy boards through the Nevada Attorney General's Office. Through this experience I have gained a great amount of knowledge and experience regarding open meeting laws and NRS Chapter 241 as well as additional parliamentary procedures. Additionally, by establishing a greater trust with the public and creating a community cohesiveness through direct communication and accessibility the perceptions from the public will improve. To move forward as a cohesive board we must better fortify our community public and private partnerships, form lasting relationships with

Carol Ferranti, District C – Continued

stakeholders to build trust and legitimacy for decisions made by the board on behalf of the community.

How would you describe CCSD's current financial standing? Please explain.

In reviewing the Open Book online public access to CCSD's budget and expenditures I am amazed at the salary inequities between teachers, staff, and administrators. Let's compare apples to apple regarding school districts. Miami-Dade School District the 4th largest school district in the nation.

- Miami-Dade School District has approximately 345,000 students, 392 schools, and staff of over 40,000.
- Clark County School District the 5th largest school district has approximately 320,000 students, 336 schools, and staff of 35,000.

Our billions are Miami-Dade is at 6 billion and Clark County School District is 4 billion. One different is that Miami-Dade has approximately 26,000 more students and sixty more schools.

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

No, a possible solution may be found in the Nevada Constitutional changes to be made in favor of how our district is permitted to operate by imposing taxes specifically for education in order to favor of our students and teachers. Our support must be for our boots on the ground, our amazing Teachers! This idea goes hand in hand with a more comprehensive way to recruit, hire and retain quality teachers. We cannot expect quality educators to move to our jurisdiction unless our salaries and benefits are competitive. Nevada is one of only a few other states that has no income tax. Therefore, we have room to grow revenue streams through the editions of specialized tax subsidies such as education tax. Upon moving to Clark County in the late 90s, we had bond taxes that paid for additional school construction the growth of first responder services. History seems to have our county going back several times for additions to our budget. Instead we must look hard at creating a funding stream that is solely dedicated to education only with the caveat that no former budgeted funds will be traded for the new educational tax. We must not rely on mining and tourism alone. We must create a catch for families and educators to help build our county to be a show case for education, research and not just gaming or conventions. If you build it the quality educators will come.

Evelyn Garcia Morales, District C

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

If elected as CCSD Board Trustee for District C, my top three goals during my first term in office will include:

Goal 1: Seek monthly educational presentations and progress reports from the superintendents during the board meetings to further understand student achievement data gaps and progress.

Goal 2: Pass and oversee a responsible budget including, at minimum, a quarterly budget presentation during the board meeting.

Goal 3: Advocate for increased funding from community leaders and the legislature to adequately support our schools.

Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent? What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings?

In addition to the top two primary functions of a CCSD Trustee to oversee CCSD's budget and monitor the superintendent, equally as important is the topic of student achievement and community linkage. In addition to the aforementioned areas, trustees should spend time monitoring and developing policy and a vision for the school district. Discussing student achievement should play a large role during board meetings. As a Trustee, I will be committed to cultivating the lines of communication between the school board and the community, so that together we can celebrate the success of all students. I will be intentional with my language to help members of the community understand the essential functions of the board and work with other leaders to reinforce the board's goals.

How would you rate the effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain.

At the Fulfillment Fund Las Vegas, I depend on policies, operational documents, established goals, and deliverables to evaluate a staff member's effectiveness. In the case of the CCSD's Board of Trustees, if effectiveness is measured by the board's ability to lead the vision of the district, grounded in their governing documents, I'd argue that their overall performance is perceived as poor. This performance negatively impacts public opinion of the school district and engenders a lack of trust in the system.

As a member of the school board I will work diligently to build trust and collaborative relationships with my fellow Trustee's, Superintendent, and the community. I will also internalize the governing

Evelyn Garcia Morales, District C – Continued

documents of the board and lean on them to guide my approach as a leader. I will utilize my strengths to create unity and a shared vision that will make students the center of our work.

How would you rate the effectiveness of the current CCSD Superintendent, Dr. Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

Since beginning his role as superintendent of CCSD in June of 2018, Dr. Jara has lifted the veil on the gaps of educational achievement in our district. The Achieving Equity and Access in the Clark County School District report released in 2019 revealed challenges our district faces and potential solutions. Now more than ever, we must be laser focused to ensure that all of our students receive equal access to educational opportunities and also achieve at high levels despite their zip code. Further, the board has the responsibility to create policies that support the success of the district and advocate for populations that were not included in the report such as the ELL population.

As a Trustee, I will work with my colleagues to evaluate the superintendent on an annual basis. Accountability starts at the top and this includes measuring the effectiveness of its leader. Our district has many challenges ahead and I look forward to serving as a thought partner and holding our leader accountable to ensure that all of our students successfully graduate from high school and are college or career ready.

What do you think makes up a high-quality education for students in Clark County?

A high-quality education includes a first-rate school district that monitors, recognizes, and celebrates students' academic milestones. Strong leadership and governance from the top, including the superintendent and trustees, is vital; they must be accountable and accessible. Furthermore, a high-quality education includes strong educators who hold students and themselves accountable. It will also include analyzing data, making informed decisions to improve the system and provide timely and accurate professional development support. Trustees and the superintendent must review, develop policies, and make strategic choices based on data that keeps academic success at the center of decisions.

How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

I believe systems must continuously assess their effectiveness towards their vision and goals using data. At CCSD the quest to deliver high-quality education to students must always be a goal that everyone, top to bottom is consistently seeking. Our district has a lot of work ahead to ensure that it is delivering a high-quality education to all students.

Evelyn Garcia Morales, District C – Continued

For example, according to the end of the year Smarter Balanced Test (SBAC) results for the 2018-19 school year, 40% of students in elementary and middle school are proficient in reading and 32% of elementary students, and 26% of middle school students are proficient in math. We cannot respectfully say that our school district is providing high-quality education when a large population of our students are not meeting academic milestones. This is unacceptable and must be corrected.

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

The Nevada School Performance Framework (NSPF) provides a rating system for each school based on factors related to academic achievement, growth, opportunity gaps, etc. Schools that consistently receive one- or two-star ratings underperform in one or more measure areas. Data is critical to understanding the challenges that exist and the NSPF should be used as a starting point to identify where improvement and support needs to take place for a school.

However, the parameters of the assessment, set by the legislature do not incentivize schools to leave a two-star rating. For example, schools who leave the two-star rating to a three-star rating jeopardize the loss of funding allocated to support their achievement. This set-up presents challenges for schools who have limited funding and risk losing resources as a result of a positive performance. I will collaborate with the Trustee's and the Superintendent to ensure that this funding model changes to benefit our students.

As Trustee, I will work with my colleagues to both support and hold the Superintendent accountable to ensure that all schools reach a three-star rating by 2024 (per the Focus 2024 plan). Schools must demonstrate continuous improvement and receive the support necessary to achieve results.

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

The term student achievement standard is met with an air of dissonance from various stakeholders within our community. I believe that we must have courageous conversations about achievement standards and be willing to hear and act on barriers that exist for educators and administrators so our students can successfully graduate from high school and be college and career ready. This can begin the process of engendering trust to a system and leadership that has missed the mark on involving key stakeholders.

Evelyn Garcia Morales, District C – Continued

As a result, the Trustees must spend more time discussing and learning about academic achievement, including gaps, while guiding and holding the superintendent accountable for student success. During the last board meeting before the pandemic, the school board spent minimal time analyzing and questioning data about student achievement. This is why I've made student achievement a key goal of mine during my first term in office.

Do you think that student achievement should be used as a metric by which to evaluate teachers? How would you assess teacher performance? Please explain.

I support accountability measures for all staff, similarly the way the superintendent is evaluated. I also believe that evaluations are one data point that can be used to determine successful achievement that ultimately benefits students. I want to use data to make informed decisions and find opportunity gaps that will allow us to identify areas that need additional support. The Trustee's in partnership with the superintendent must be good stewards of the data to help make informed decisions that will benefit all students.

Do you believe CCSD holds administrators to a high standard for the performance of their schools? How would you build on the way things are currently done? Please explain. If not, what proposals would you advocate for to help increase funding?

It is essential that all leaders, educators, and staff are consistently held to a high standard so that the success of our students becomes the center of our work. In order to be a leader in this area, our district must consistently communicate and make comprehensive efforts to ensure that all members of our educational and family communities understand the value of performance standards and work together to reach these milestones. Further, in order to see continued growth, the district must invest in professional development that meets the needs of our staff. Finally, our district must advocate for the weighted funding formula because penalizing schools for performing better than the previous years is fundamentally problematic.

As Trustee, I will advocate for high standards, continuous professional development, and the new weighted funding formula.

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

I believe students and families should have the option to pursue a high-quality education. Public charter schools provide options for parents and students. I believe strongly that all charter schools should have the same accountability, regulations, and compliance enforcement as all public schools.

Evelyn Garcia Morales, District C – Continued

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature's commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD

Passed by the Nevada legislature in 2017, AB469 provides further autonomy to school principals. Given the research that I have conducted, I recognize that CCEA is disappointed in aspects that impact its members with respect to hiring. As Trustee, I will ask the Superintendent to report on the success of AB469 and its intended goals.

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

Over the course of my career, I have developed and overseen fiscally sound budgets for various programs and organizations. Today, as Executive Director of the Fulfilment Fund Las Vegas, I oversee an annual budget of \$2.2 million dollars. In my previous role as Board Member for Nevada Prep Middle School, I had fiduciary responsibility for a \$2.1 million-dollar annual budget. In both roles, I have learned a set of skills, including adopting, overseeing and adhering to budgets, that can be applied to larger budget's like CCSD's. I am attentive to finances and regularly monitor the fiscal health to ensure a fiscally sound budget. Further, I have established a reputation of being truthful and transparent, all while practicing professionalism, diplomacy, and respect.

While on the Nevada Prep board I learned about the interconnectedness of a school's revenue and student enrollment, reimbursement rates and federal funds like Title I through III, and IDEA. In my professional career, I practice analyzing and managing financial statements and profit/loss statements, contracts, and investment income. Above all, I have experience asking critical questions, exercising strategic planning, and making tough financial decisions.

How would you describe CCSD's current financial standing? Please explain.

Over the years the Clark County School District has been forced to do a lot with few resources. This is still true today; however, it is exasperated as the district continues to experience challenges in rapid student population growth. Along with teacher shortages and impending budget cuts, the district will continue to feel the pressure, ultimately impacting the success of students in the classroom.

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

CCSD is woefully underfunded. The economic fall-out from the COVID-19 pandemic will undermine the state budget, which provides money for the distributive student account (DSA).

Evelyn Garcia Morales, District C – Continued

The COVID crisis uncertainties that could influence the final budget for 2020/2021 school year, include student enrollment numbers, recession impacts, or possible state funding reductions in K-12 education.

SB 543, which is the school funding commission, is currently studying the student-centered funding formula. The current Nevada Plan is out of date and because of that, the state has been inadequately funding students. Although the commission will only offer recommendations to stand up the formula, this is a step in the right direction.

Tameka Henry, District C

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

- Increase access to pre-K slots
- More equitable access to magnet schools and CTE's
- Strengthen family and community engagement

Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent? What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings?

I agree that the two primary functions of a Trustee are fiscal oversight and evaluating the performance of the Superintendent. This is, however, a mere description of the statutory function of a CCSD Trustee. A Trustee--as the term implies--is entrusted with helping to ensure that our education system serves its role. This requires a great deal of probity, a quality that has defined my life's work. One of the most important functions of the board is to represent the interests of the community when setting our district's vision and priorities to ensure that students' needs are identified and met. It's critically important to listen to the current and emerging needs within the education sector to inform necessary educational reform, while simultaneously setting rules and regulations.

How would you rate the effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain.

The members of the current Board of Trustees are being as effective as they can be, given the resources available to them. I would like the opportunity to find creative ways to invite more participation from the larger community so they can be an active part of the decision-making process. Access to technology is not only important for students to succeed but also for the administrative boards to effectively communicate with the community by allowing individuals to submit their questions and comments seamlessly. I would like to improve the level of access families have to the board of trustees by hosting meet and greets so that the community has an opportunity to form closer relationships with board members.

How would you rate the effectiveness of the current CCSD Superintendent, Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

Nevada's public education system has consistently ranked towards the bottom of the list year after year. As a state, we have continued to fail to properly fund education to meet all of our needs. In order for a Superintendent to be effective in their role, they need to be supported by the right type of resources. However, I think some of Superintendent Jara's decisions could have reflected a more inclusive process to ensure common consensus was reached prior to

Tameka Henry, District C– Continued

implementing those decisions. I applaud the Superintendent and other education advocates for their work to secure historic funding for public schools. It will be imperative for the Board of Trustees, Superintendent, parents, teachers and other education representatives to work collaboratively to address the incoming impact of the COVID19.

What do you think makes up a high-quality education for students in Clark County?

In order to offer high-quality education, all children need to have access to affordable educational opportunities that are available to them at a young age. Having a network of support services to students and their families will be instrumental to having a safe, successful, learning environment that will carry them to successful graduation and high education. We should have more access to pre-k slots. It will give us an opportunity to provide interventions for some of the most vulnerable students in our community. Additionally, high-quality education requires class sizes that are small enough for teachers to manage the dual role that they often have to assume as educator and advocate. Finally, having access to technology and evidence-based curricula will ensure that our students are prepared to meet the challenges of the future.

How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

As almost any comparison with other states demonstrates, CCSD is failing in delivering high-quality education to all students in the district. Overcrowded classrooms have been a problem for years, along with inequitable access to technology and other learning resources. Many classrooms are still staffed with long-term subs who may not possess the credentials in subjects that they are tasked with teaching. We could do better by hiring and retaining seasoned educators and offering additional incentives for these teachers to come to our most at-need schools.

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

I feel that the star ratings for schools are valuable. They are even more valuable when the ratings are shared in a meaningful way with families and community members. By taking a deeper dive into the data that makes up the star rating, we can better identify what needs and supports are needed at those schools. I leaven this enthusiasm with an abundance of caution about relying on a single measure to represent the value of a school, because we don't want to contribute to declining enrollment at our most-vulnerable schools.

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

Tameka Henry, District C– Continued

I do not feel the current board spends enough time on talking about student achievement in the correct terms. While it is important to hold our students to high standards, we need to put emphasis on growth, along with achievement.

Do you think that student achievement should be used as a metric by which to evaluate teachers? How would you assess teacher performance? Please explain.

I don't think student achievement should be the sole (or even a primary) metric by which teachers are evaluated. Our district is very diverse and many students come from various cultural backgrounds and socioeconomic statuses. Achievement should look at the growth that students achieve during a period of time rather than looking at if they are at grade-level, necessarily. For teachers, evaluations need to be done on a holistic basis, rather than through a cookie-cutter process. While this is more labor-intensive, such an evaluation process would be more reflective of the whole teacher.

Do you believe CCSD holds administrators to a high standard for the performance of their schools? How would you build on the way things are currently done? Please explain.

I feel that CCSD doesn't hold all administrators to the same high standard when it comes to school performance. There are times when administrators are removed from lower-performing schools and all factors are not looked at when those decisions are being made. Two or three years may not be enough time to have a complete turnaround in certain areas. Administrators should be given more autonomy to innovate, particularly in schools that aren't succeeding in the current climate.

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

I support the current existence of public charter schools because I do feel that parents should have the right to choose what is best for their students. However, I do feel that access to charter schools isn't always equitable due to transportation and other factors. That said, we cannot view charter schools as an alternative to adequately investing in and improving our public schools. They are not a panacea, despite what some say.

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature's commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD

I feel that Assembly Bill 469 could be a great thing as the schools know what their individual needs are to help their students be successful. Decentralizing the decision-making process at the district will help to ensure that a one-size-fits-all approach doesn't let students fall through the cracks. The guidance and support of central office is still important but I do feel that the final decision should remain with the SOT's. That is why it is important that they receive comprehensive training on fiscal oversight as well as the roles and responsibilities of the SOT, so that they may feel empowered in their roles.

Tameka Henry, District C– Continued

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

I feel that I am best qualified to oversee this budget because I have served on multiple boards providing fiscal oversight of multi-million dollar budgets with various funding streams. I understand the importance of being a good steward of finances through my work with the directors of finance of these organizations to ensure we remain fiscally responsible.

How would you describe CCSD's current financial standing? Please explain.

At this time, I would say that the financial situation is incredibly strained due to the Covid-19 pandemic. Without federal assistance to Nevada, severe budget cuts will be nearing as the state moves to balance its budget. This is the time to make sure that we are utilizing our current funds in the most responsible manner, because there is no room for any waste. Some difficult budgetary decisions are looming for the district, which is why it's so important to have an advocate for the most vulnerable on the board of trustees.

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

I believe CCSD is not properly funded at this time. Our funding model is antiquated, not at all meeting the needs of students in the 21st century. I would advocate for a more adequate per-pupil funding formula that brings us in line with other states. I would also advocate for more transparency of where and how additional funding that the district receives is allocated and used. Bloated administrative budgets, for instance, need to be pared back. I feel that decentralization will go a long way toward creating savings and more effectively targeting existing funds..

Walter Jones, District C

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

1. Drive and initiate the move for policies to improve student achievement and growth from an equity perspective.
2. *Consistent message and vision to adopt a fiscally sound district budget- pay attention to finances and regularly monitor the fiscal health of the district.*
3. *Advocate at the local, state and national level for public education.* I will take advantage of opportunities to communicate the needs of public schools to other levels of government and advocate for strong public schools.
4. *Diversifying the employee work group on the administrative and teaching level to mirror the demographics of our students.*

Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent? What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings? A typical school board meeting will include many business items, such as approving the school calendar, adopting curriculum, overseeing construction, and approving contracts with outside vendors. A successful school board will balance discussion of the seemingly tedious business of running the district while paying close attention to the district's priorities for academic achievement. Additionally, the school board's primary responsibilities during meetings are to also:

- Adopt and review policies that give the district direction to set priorities and achieve its goals
- Adopt and oversee the annual budget
- Manage the collective bargaining process for employees of the district
- Set the vision and goals for the district and reiterate the vision via actions to ensure the community the focus is always connected to the vision.
- Focus on diversity recruitment and the retention of high-quality employees.

How would you rate effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain.

One key observable area to enhance is *working together as a team*. It appears the current schoolboard trustees collectively aren't collaborating well with one another and demonstrating respectful behaviors of the other board members and superintendent.

One area that was done well is responding to the state of emergency due to COVID 19 and working together along with the superintendent and his staff to continue the education of our students.

Walter Jones, District C – Continued

How would you rate the effectiveness of the current CCSD Superintendent, Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

I would give them a C+, There needs to be a more concerted effort to work together.

What do you think makes up a high-quality education for students in Clark County?

Due to the diverse demographics of CCSD, I embrace the following elements as a great education:

- Continuous relationships with families and educators
- High standards and performance-based assessment
- Authentic curriculum that is inclusive of culturally responsive strategies and approaches
- Adaptive pedagogy.
- Multicultural and anti-racist teaching.
- Knowledgeable and skilled teachers.
- Collaborative planning and professional development that is continuous and inclusive of culture and climate component along with content pedagogy
- The teacher and **teaching methods** very important as the teacher is the most important factor in the quality of education.

How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

Using a multiple array of items keeping into consideration the student-teacher relationship is the most valuable and serving as a trustee, I may not be able to capture that. Reviewing the local school academic or school performance plans is one valuable and informative tool to see what the goals and objectives are and if they were met. School visits to gage the school culture and climate. Reviewing the academic data related to student outcomes as well as the suspension/discipline data to determine if there is any disproportionality among subgroups and gender.

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

The Nevada School Performance Framework (NSPF) is built on different criteria from its previous release in 2014, realigning expectations to ensure students are adequately prepared to succeed in college or career with more rigorous requirement. I like the emphasis on growth in student achievement, a commitment to students from all backgrounds succeeding, and the measures of English language proficiency and school climate because this is from a lens of equity. Including the **Comprehensive Support** designations help the state and districts determine which schools and students need more support and attention. And this is a plus. To identify schools by being able to look at the large gaps in the performance between groups of students is a visible way to see what's happening at the schools that are successful and those not showing success. This is very much needed due to the diverse student demographics in CCSD.

Walter Jones, District C – Continued

My role as a trustee- if a school is not meeting the needs of their English Learners, we know that's where we need to provide extra help.

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

No, 65% of the time should be spent on student achievement, 15% on school safety including bullying and school police, 10% on policies and procedures including school construction and school facility maintenance.

Do you think that student achievement should be used as a metric by which to evaluate teachers? How would you assess teacher performance? Please explain.

The last 15 years there has been a lot of research validating that teacher performance is the best school determinant for student achievement, and outcome. For example, if a school instructional leader/principal isn't the best; an effective high-quality teacher in the classroom, the students will do very well.

I support using student outcomes as ONE of the measures for teacher evaluation, but not the only measure.

Teacher/educator evaluation must incorporate multiple ways to determine educator effectiveness. Student assessments must support valid inferences about teachers. For educators in non-graded assessment areas, supplemental measures may be used to determine teacher/educator evaluation or some type of department evaluation or rubric to determine educator effectiveness. I feel this way because there is a lot of research that demonstrates the system of relying TOTALLY on principal judgement to evaluate teachers/educators isn't the best way to measure performance as principals/supervisors can't always adequately predict the educator's ability to raise student test scores and/or achievement.

I am aware that systems that use student outcome for educator evaluation face two major consequences; are the test/assessments being used reliable and the validity of the test and the danger of using student outcome as the ONLY way to measure teacher effectiveness.

Do you believe CCSD holds administrators to a high standard for the performance of their schools? How would you build on the way things are currently done? Please explain.

Like other elements of intra-district restructuring, empowering trustees with real decision making and simultaneously making them accountable will require preparation and time. We, trustees and superintendents, must stop mouthing the word "partnership" and start taking steps to implement it instead Let's write a partnership agreement. If we don't, a lot of people—teachers especially—will be wasting a lot of time. And a lot of students will find restructuring to be nothing more than another swing of the education pendulum.

We can do better than that. Our kids deserve it. It's time to try out some new roles and endure the discomfort of change. So my approach will be to work with the local unions/associations to ensure we have systematic procedures and guidelines in place when addressing ineffective administrators, put effective training practices in place for leadership development, research to see what best practices other urban school districts are doing regarding ineffective

Walter Jones, District C – Continued

administrators. Continuous communication between me as a trustee, local union/associations, my other trustees' colleagues and the superintendent.

Enhancing the current CCSD leadership development process to include a structure for seated building principals—whether they are newly appointed, midcareer, or veteran educators because they all can benefit from the identification and creation of key strategies of leadership. We should examine the growth and development of Assistant Principals. Typically, their role is to serve as the chief disciplinarians, organize athletics, support the management of the building, lead extracurricular activities, and perform "other duties as assigned. In the Era of Accountability, those other duties must include instructional leadership. Examine the leadership development process to development programs for assistant principals and aspiring principals should mirror the work of a principal. The CCSD leadership development program should provide direction and support for job-embedded leadership development activities to help individuals in these roles grow and transition into principal roles.

Lastly, the leadership development program should include a component to the growth and development of aspiring principals. Even before beginning down the path toward a principalship, aspiring administrators must have an accurate picture of what the position entails. The CCSD leadership development program should illustrate the necessary behaviors and approaches for effective leadership, which can help inform preservice administrators' intentional preparation strategies and direct district personnel as they "tap" candidates for leadership roles, while continuously seeking **diverse** candidates. Aspiring principals tend to serve as quasi leaders within the building so the leadership development program should include a component where they are cultivating leaders, and constantly pursuing diverse leaders while in their current roles.

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

Yes, all students should have access to the education that is best fitted for them

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature's commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD

Ab 469 transfers some authority from the Central Office to the local school precinct giving schools certain responsibilities and authorities. This part of the Bill is a positive change because principals and school staff know and understand the climate, and culture of their school best, However, we must take precaution to not minimize the role and support of the various Central Office divisions and department as their roles are vital when providing support and services to local school precinct.

I support the reorganization with the mindset that the role of Central Office is crucial and vital to the local school precinct to continue to provide the vital support and services to enhance student academic and social growth. I do believe a certain portion of the budget should be the responsibility/authority and autonomy of the school sites, with added caution that school should, and will continue to receive the support they deemed necessary and vital from the Central Office.

Walter Jones, District C – Continued

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

Board members play an essential role in ensuring the financial integrity of the school district or charter school. My vigilance on financial matters can translate into student achievement when

public funds are spent prudently and effectively. Good policies can play an important role in ensuring financial integrity, and keep our schools running smoothly. I am an entrepreneur and have been in business for _____ years. I totally understand approving expenditures and payroll; annual audits; finance and goal setting; preparing the budget; limiting wasteful or excessive spending; the role of the Finance Committee; transfers of funds and code of ethics.

It is the responsibility of the trustee to make sure that no major funding line has been over-expended and that there are sufficient funds projected for operations until the end of the fiscal year. Also, at each board meeting, there is likely to be an item on the agenda to “approve the bills list,” or the equivalent. It can consume a tremendous amount of time to look over each expenditure and to ask questions about individual items. Yet this is an essential function and I have the experience to do this well.

How would you describe CCSD’s current financial standing? Please explain.

It is the greatest challenge CCSD faces. In reviewing the funding of schools in New York, Boston, Chicago, Miami, Huston, etc and other top national school district, full funding of education is the greatest challenge for CCSD. CCSD must properly pay teachers, support staff professionals, school police. Etc to properly care for themselves and their families for health care and retirement benefits.

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

No, the per pupil expenditure needs to increase in order to successfully meet the diverse needs of the 5th largest school district in the Nation. Budgeting in the District is on a July 1 through June 30 fiscal year basis and is a year-round process. The cycle begins in the fall of the prior school year and continues until a final budget is filed with the Nevada Department of Education and the Nevada Department of Taxation in the spring of the following year. After the Average Daily Enrollment (ADE) is calculated for the first quarter of the fiscal year, the District is required to adopt an amended final budget on or before January 1, reflecting any adjustments necessary as a result of the Average Daily Enrollment.

Assembly Bill 469 (AB469), provides for the reorganization of large school districts in the State of Nevada. The bill applies to Clark County School District and brings many challenges in regard to transferring centralized operations to each school precinct with a goal of providing 85% of the unrestricted budget to the school precincts. This process can and may lead to challenges with in CCSD budget overall especially if the distributed school account isn’t healthy and increasing.

Walter Jones, District C – Continued

During the past decade, the District has added more than 12,000 students creating a strain on facilities and service levels. Since 2012, the District has returned to being among the fastest growing school districts in the nation. The slow economic upturn **should be a positive impact on the District's future funding resources.** The upward enrollment trends demand that the District utilize flexible, realistic methods of projection.

It is anticipated that total enrollment will consistently increase on an annual basis over the foreseeable future. New strategic imperatives and academic initiatives are directed at retention and improving student achievement. In order to meet these new expectations and projections for going forward into subsequent school years, CCSD must maintain a healthy budget.

Noel Searles, District C

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

1. Review and suggest updates to the current I.T. infrastructure
2. Review and suggest updates on the current emergency procedures for when a mass number of students are not able to attend school.
3. Ensure school choice is available to all students and parents are aware of it.

Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent? What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings?

According to GP-3: Board Responsibilities, (https://www.ccsd.net/trustees/pdf/governance/GP-03_P.pdf), "Specific responsibilities of the Clark County School District Board of Trustees, as an informed agent of the people of Clark County, are those that ensure appropriate District progress toward the Board Vision, Strategic Imperatives, Pledge of Achievement, other support strategies; and the advancement of learning for all students." I agree that the primary functions are to oversee the work of the Superintendent and to oversee CCSD's budget, however, as a Trustee, you are also responsible for developing written policy that will be used to achieve success for CCSD and proper communication to parents regarding the ongoing proceedings within the CCSD.

The key items the Board of Trustees should be spending their time discussing are those items relevant to parents and to discuss any operational, procedural, or policy changes that may be occurring within CCSD.

How would you rate effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain.

My understanding is that there has been a conflict of personality within the Board. Having been a Board Member on Boards that have had similar issues, I understand this can cause the Board's work to become secondary and/or grind to a halt. The Board is doing their best to navigate a rare pandemic event and I commend them for that. The virtual meeting capability could be improved.

Noel Searles, District C – Continued

How would you rate the effectiveness of the current CCSD Superintendent, Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

As I have not worked directly with Superintendent Jara, I don't have an opinion one way or the other at the moment.

What do you think makes up a high-quality education for students in Clark County?

I consider a high-quality education one that will allow students to thrive, grow, and learn in a way that is best suited to them with instructors that match that learning ability and in a safe environment.

How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

Overall, CCSD is delivering a decent education but this can be improved by allowing parents to send their children to the best school for their child. More school choice would allow greater improvement for schools as well as this would increase innovation within the District.

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

I believe that the school star ratings give an overall view of how a school is doing and where it can be improved. If a school has a one or two-star rating in consecutive years, as a Trustee, I would want to dive into the background of the school, look at who is employed, look at how the curriculum is being taught and make recommendations from there. I don't think school star ratings are the only thing that should be considered when looking at the performance of a school.

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

I think that student achievement has been utilized at federal standards. However, this does not need to be the only thing that measures a school's success. The Board is sufficiently discussing student achievements. Since there are only so many Board meetings with other business at hand, it is hard to discuss one topic more than others.

Do you think that student achievement should be used as a metric by which to evaluate teachers? How would you assess teacher performance? Please explain.

Student achievement can be used as a metric to compare classes and their performance, however, a single year's achievement should not be used against a teacher because there may be varying

Noel Searles, District C – Continued

reasons that the particular class did not perform as well as others. Additionally, standardized testing does not necessarily show how a student is performing in class. It should be used in conjunction with all available information to rate how the teacher and students are doing.

Do you believe CCSD holds administrators to a high standard for the performance of their schools? How would you build on the way things are currently done? Please explain.

I think that the CCSD is holding administrators to the current standards. I believe with improvement, that the administration could be held to higher standards after implementing some additional measures to ensure students are placed with the correct teaching style so that they are in the best place to learn.

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

Yes, I support the existence of public charter schools. I also think that this should be expanded further, and school choice should be well known to all parents. This would allow increased competition and innovation within a government entity where innovation is not richly rewarded.

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature's commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD

I believe each school should have more say in how they educate their students and less from the top. This would allow freedom to tailor their school to the local populace better without the additional handcuffs from the administration.

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

I have worked with multimillion-dollar technology budgets. This may not be in the billions, but it gives me a unique insight into how to manage a budget and determine the best way to get the best bang for your buck.

How would you describe CCSD's current financial standing? Please explain.

My understanding is that CCSD is usually facing a budget deficit. Having worked for the government before as well as private businesses, I understand that you usually write in more for your budget than you may necessarily need so that you can cut the fat if needed to make ends meet. The budget needs to be looked at and confirm where every dollar is going and to ensure that the money is going to educate students properly. Throwing an ever-growing amount of money at something will not solve problems.

Noel Searles, District C – Continued

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

I do believe that CCSD is sufficiently funded. The budget needs to be reviewed to confirm spending and verify that departments are properly funded. If they are over or under-funded, then moving money from other areas should be considered first before going to taxpayers for additional money. As stated before, throwing more money at something isn't always the answer to a problem.

Elysa Arroyo, District E

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

1. Operating through s student-first lens. Always.
2. Closing the glaring achievement gap, including the digital divide.
3. Push for a Third-party Forensic Audit of CCSD Budget and Finances

Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent? What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings?

To put things concisely, yes. I do. The primary function of the Board of Trustees is to govern - this means appointing and overseeing a superintendent, as well as overseeing the budget. I believe that the board should spend time on budget transparency, on educational outcomes, and to hear public comment.

How would you rate effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain.

I would say that the current CCSD Board is, perhaps, about 60% effective. They and the Superintendent did manage to agree to a collective bargaining agreement before teachers started to strike, but only just in time. I believe that taking a more proactive approach to things like collective bargaining, and spending more time listening to the public would go a long way to managing their effectiveness.

How would you rate the effectiveness of the current CCSD Superintendent, Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

I believe that Dr. Jara has the best intentions in mind when he makes decisions. I am nore sure exactly how I would rate the effectiveness, but I would have to say that the main piece that can be improved is proactivity rather than reactivity. Especially in light of the current circumstances. It took three weeks to get the green light to deploy chromebook (which were already at our school) to my students. I think we can do better than that.

What do you think makes up a high-quality education for students in Clark County?

- The recruitment and retainment of highly-effective teachers
- The effective and complete training and mentoring of new teachers
- Effective PD
- An emphasize on parent engagement

Elysa Arroyo, District E – Continued

- Culturally responsive curricula
- Student-first policies
- High Expectations for students, staff, parents, etc.

How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

I would have to say that we are only, truly as good as our lowest performing schools and our least served students. That's not to say that 5-star schools shouldn't be rewarded for their hard work and achievement -they should. But we need to remember how many one and two star schools there are, and how many sub-populations are being underserved on a regular basis.

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

I think that it is valuable, but only if people staff, students, parents, and community members understand exactly what stars mean, how they are earned or lost, and are invested in the process. I think it is important to provide such training as widely as possible in order to make sure that everyone is working together for a shared vision and achievable goals in the most efficient way possible.

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

I think that we, as a district spend far too much time discussing test scores and graduation rates, and not enough time discussing the number of remediation classes freshman from Nevada have to take once they get to college and the inability of Nevada to produce enough skilled workforce to fill skilled positions. I think it's not enough to get good test scores and high graduation rates. Part, if not most, of "student achievement" needs to include college and career readiness -the ability to be successful outside of the CCSD K-12 system.

Do you think that student achievement should be used as a metric by which to evaluate teachers? How would you assess teacher performance? Please explain.

I do, but not in the way that it is currently being used. For instance, if you use SBAC data, but your school has few chromebooks, limited technology, and uses a curriculum that looks nothing like what is on the SBAC, the students at that school, however well prepared, are already at a distinct disadvantage. I think that it is important to judge student achievement based on growth toward a goal, and the implementation of a plan to reach that goal.

Elysa Arroyo, District E – Continued

Do you believe CCSD holds administrators to a high standard for the performance of their schools? How would you build on the way things are currently done? Please explain.

I believe that CCSD has a great number of highly effective administrators. However, this year many teachers received emails regarding a process that essentially details a “lemon law” policy. In this email, teachers learned about a number of administrators who were simply transferred due to low performance. I believe that it is important to have clear and manageable performance metrics in place for administration, and mentoring and training for those administrators in order to meet those metrics. In the event those are not met, I believe it would be beneficial to have an intensive program to help the administrator improve.

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

I absolutely do support the existence of public charter schools in Nevada. I have had the pleasure of working on teams to help several different charter schools open in Nevada. My priority is high-quality education seats. When we open a school based on a model we already know is effective, we bring more high-quality public education seats to our students. Period.

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature’s commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD

I think that giving more autonomy to schools is one of the best things that CCSD can do given its size and oversight. However, I believe that there should have been much more training on how to handle the autonomy, and that some of that autonomy is name only. I think that we’re on the right track, but there are still a lot of bugs to work out.

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

While I have not overseen a budget quite so large, I do have experience in handling large budgets from my time at the Nevada Department of Education. Additionally, through my Public Administration and Policy degree, I have had explicit large budget training, cost-benefit and economic impact training, as well as a great deal of training on business ethics. Also, because I will be operating through a student-first lense, I will happily and gratefully analyze every line item to maximize the benefit for students.

How would you describe CCSD’s current financial standing? Please explain.

Though CCSD uses the word “transparent” a great deal, I believe it is anything but. The District has received multiple increases in their funding, but still can’t seem to make their contractual

Elysa Arroyo, District E – Continued

obligations without a fuss. I believe a deeper look into their financial standing is of the utmost importance.

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

I think that education as a whole across the country is underfunded. That being said, I don't think that an influx of money to the District will necessarily result in the improvement of the District. Before we increase funding, which I believe we should, we need to ensure that the funding currently in the district is spent well, is transparent, and that every dollar is spent for the maximum student benefit and to close the achievement gap that exists in the district.

Lola Brooks, District E

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

1. Financial stability while minimizing negative impacts to students and staff.
2. Addressing inequities by prioritizing universal minimum expectations for schools and classrooms while adjusting to our current situation.
3. Improving the local educational climate and culture by modeling professional behavior, increasing transparency, improving communication, and adopting policies with clearly delineated expectations for schools and departments.

Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent? What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings?

Yes, the Board's primary functions should be financial oversight and collectively managing the Superintendent. In addition to these two functions, they also ensure District policies reflect community values and oversee processes specifically outlined within NRS. The bulk of Board meetings should be reflective of their responsibilities.

How would you rate effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain.

I have always been deeply committed to continuous improvement. Regardless of how effective any group or individual is, there will always be room for growth.

At times, the Board struggles to focus on items that are within their scope. With this being said, the public should understand there is a tremendous amount of external pressure, which few individuals are adequately prepared for. While some of us make restraint appear easy, it's surprisingly difficult. Individuals enter this role because they want to help people. Being successful in the role requires you to reimagine what that help looks like, since often you cannot provide the exact assistance individuals request.

I feel the Board has made significant improvements within the last several years. Progress in any large organization takes patience and deliberate focus, as well as a shift in organizational culture and behavior. Recently, the Board has attempted to be more mindful of their duties and responsibilities. Some key changes include revamping their agenda setting process, developing a

method to evaluate the Superintendent, adopting a five year strategic plan, and implementing novel communication options to increase community engagement.

How would you rate the effectiveness of the current CCSD Superintendent, Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

As someone currently serving as a Trustee, it would be inappropriate for me to appear to evaluate the Superintendent outside of my official duties and outside of the formally adopted evaluation process. I provide him with honest and direct feedback on a consistent basis outside of the evaluation process.

Here is a link to the Superintendent's most recent evaluation:

<http://go.boarddocs.com/nv/ccsdlv/Board.nsf/goto?open&id=BGRRNR6E93CD>.

It should be noted that I played an integral role in developing and implementing a new evaluation process, which the Board will continue to tweak moving forward. Due to a shift in our governance model and the retirement of our previous Superintendent, the Board had not evaluated a Superintendent in four years. I have always felt that individuals cannot meet expectations that aren't clearly outlined; my focus is intentionally directed to continuous improvement.

What do you think makes up a high-quality education for students in Clark County?

A high-quality education means different things to different people. The end goal should be to ensure students finish school prepared to meet their employment or higher education goals. In addition, we should also be developing lifelong learners and responsible citizens.

How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

Clark County has some of the best performing schools in the nation. Unfortunately, there are a number of inequities within the community.

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

Honestly, most parents aren't focused on star ratings. As someone who reports state and federal data for a stand alone school, I feel data is only valuable if it prompts a change in behavior and the individuals within the school truly feel it's a worthy pursuit. As a board member, it's important to understand how education ratings are calculated, so you can critically examine the data being presented and consider the other factors that contribute to the outcome. I think it's important to look at external factors and student barriers and examine how other schools have been able to overcome them.

Lola Brooks, District E – Continued

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

Schools focus on significantly more than student achievement. Some schools are able to overcome external factors and student barriers better than others. Even so, there should be standard policies for grading and academic expectations to ensure academic outcomes are equivalent between schools. The Board has a progress monitoring calendar with student achievement presentations scheduled throughout the year. The bulk of Board meetings should be reflective of Board responsibilities with an intentional focus on students.

Do you think that student achievement should be used as a metric by which to evaluate teachers? How would you assess teacher performance? Please explain.

If student achievement is used to assess teacher performance, the assessment should be fair, the focus should be growth, and the purpose should be viewed as an opportunity for coaching versus punitive measures.

Do you believe CCSD holds administrators to a high standard for the performance of their schools? How would you build on the way things are currently done? Please explain.

In the past, I don't believe individual school performance was discussed. It's important that the Board, as well as the broader community, understands accountability measures.

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

Parents should prioritize their zoned schools. If their zoned school does not meet the needs of their children they must have other options. CCSD has additional options, like magnet schools, zone variances, and open enrollment campuses. As a realist, I feel there must also be a secondary option, outside of the existing school system, available. My opinion on this would probably be different if Clark County didn't encompass 8,000 square miles with no other external options within reach. In addition, parents have a right to choose options to work for their children.

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature's commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD

I began this journey with a much more positive and optimistic view of decentralization. The current pandemic has since highlighted exactly how deep and unjust the inequities created by decentralization are. However, I still support the overall concept of autonomy and site-based decisions. There needs to be a greater level of oversight and accountability of these decisions. The community should have an honest conversation about the minimum expectations for the services schools should provide to students and develop a solution to meet those needs.

Lola Brooks, District E – Continued

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

Very few people have experience overseeing such a large budget. My professional background is in data analysis, research, and information management. I feel this experience has been helpful since the role of a Trustee requires you to critically examine information and make informed decisions.

How would you describe CCSD's current financial standing? Please explain.

Unfortunately, increases in state education funding has not kept up with the rate of inflation, which resulted in a consistent cycle of budget cuts after the economic downturn of 2008.

The District has greatly improved their financial position by being more strategic in how public funds are being spent. Within the last two years, the current Superintendent made significant budget cuts, as well as restructured multiple departments to realize efficiencies. The District continues to improve their communication around school finance. They began reporting their financial standing publicly on a quarterly basis, as well as sharing this information with bargaining groups during negotiations.

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

Multiple studies demonstrate that schools in Nevada are not adequately funded. I will continue to educate the community about this topic, while advocating for schools to be funded at the levels required to improve academic outcomes. I will also continue to support the District's efforts to be more transparent, efficient, and student-centered. One thing I can't do is subscribe to false narratives around education funding and cling to the false hope that specific actions of the Board will ensure the state commits to funding education. The state hired external entities to inform them that they do not fund education adequately; no school board in the state should be required to convince them to believe the experts they hired. Finding the funds for education is the state's moral and legal responsibility.

Alexis Salt, District E

If you are elected to the CCSD Board of Trustees, what will your top three goals be during the four years you are in office?

1. Decrease the amount of standardized testing while increasing the quality of the testing we do ask kids to take.
2. Work with Trustees to implement and perfect (to the best of our ability) a balanced governance model.
3. Working with parental groups and community partners to come up with realistic funding solutions that we present and pass through the state.

Do you agree that the two primary functions of a CCSD Trustee are to oversee CCSD's budget and oversee the work of CCSD's Superintendent? What do you believe are the key items the CCSD Board of Trustees should spend time discussing during Board meetings? I believe in balanced governance and equal partnerships. At this point I feel like we need everyone on the same page and rowing in the same direction in CCSD. What we have been doing is not working and it is time to try a different approach.

How would you rate effectiveness of the current CCSD Board of Trustees? What do they do well? What can be improved? Please explain.

Right now the Board is more concerned about being right than governing the district. They want Dr. Jara to have complete operational control, which has proven time and time again to be a terrible strategy. We need to implement balanced governance, and then work quickly to restore the trust with both our labor groups and our parental partners.

How would you rate the effectiveness of the current CCSD Superintendent, Jesus Jara, and the CCSD Administration thus far? What do they do well? What can be improved? Please explain.

I do not feel that Dr. Jara has been effective in his position. He has made too many unilateral decisions and we have spent far too much time arguing about if he has the right to make them, rather than fixing the issues at hand.

What do you think makes up a high-quality education for students in Clark County?

Our kids deserve an engaging and relevant education that helps them achieve the goals that they set for themselves. Sadly, many of our high school students do not see what we are teaching as

Alexis Salt, District E – Continued

relevant, and are tired of being treated as data points.

How would you assess the overall performance of Clark County schools in delivering a high-quality education to CCSD students? Please explain.

Right now there is so much more that we could be doing to make school more relevant to our kids. Expanding access to Career and Technical training is only the beginning. Kids need classes in “adulting” as well. Too many feel pushed into a standard College Prep course of study by a system that doesn’t seem them as an actual person.

Do you think star ratings for schools are valuable? How would you address schools that received a one-star or two-star rating in consecutive years? Please explain.

I really don't. I think that the goalposts have moved so many times on what an effective and ineffective school is, that no one really knows what is what at this point. I do find it interesting that we usually only describe schools as “failing” in less affluent communities, or communities of color.

What are your thoughts on student achievement standards within CCSD? Do you believe the current CCSD Board of Trustees spends appropriate time discussing student achievement? Please explain.

I believe that the hyper-focus on achievement on arbitrary tests is detrimental to students. I prefer a whole child approach focusing on project based learning and portfolio assessment.

Do you think that student achievement should be used as a metric by which to evaluate teachers? How would you assess teacher performance? Please explain.

I like the portfolio model of assessing both teachers and students. I do not think that many children, at least at the secondary level, care enough about SBAC or MAP tests to make the accurate representations of what students can do and what they have learned.

Do you believe CCSD holds administrators to a high standard for the performance of their schools? How would you build on the way things are currently done? Please explain.

I feel like CCSD puts too much emphasis on snapshot assessments as opposed to student persecution and whole year growth.

Alexis Salt, District E – Continued

CCSD Trustees oversee both traditional schools as well as CCSD authorized charter schools. Do you support the existence of public charter schools in Nevada? Please explain.

I am a strong supporter of public schools.

Assembly Bill 469 of the 2017 Nevada Legislative Session reaffirmed the Nevada Legislature's commitment to the decentralization of the Clark County School District. Please provide your thoughts on the decentralization of CCSD.

This is a direct result of the lack of trust that many people have in the central office of CCSD.

Regardless of what I think, it is obvious the people of the county and the state want this to happen. We should ask ourselves why.

The CCSD Board of Trustees oversees an annual budget of approximately \$4 billion per year. Why do you feel you are best qualified to oversee this budget?

I bring a sincere willingness to learn as well as years of experience attending Board meetings as well as retreats and work sessions.

How would you describe CCSD's current financial standing? Please explain.

My belief is that we need more funding to provide the education our kids deserve. We have to prove this to the state that does not seem to believe it. An audit, in my opinion, would be the best way to do that.

Do you believe CCSD is sufficiently funded? If not, what proposals would you advocate for to help increase funding?

Again, I think opening ourselves up to an audit, and sharing the cost of it with the state, would be the best way to prove our financial situation to skeptical state legislature and a skeptical public.