

2022

VOTER GUIDE

Clark County School District
Board of Trustees



Opportunity180.org

VOTER INFORMATION GUIDE



Making informed decisions about our elected representatives in the Clark County School District is critical. Whether you are a parent, family member, employer, or a resident who wants to learn more about the slate of candidates, we encourage you to use this voter guide to help you learn about the decision-makers who will impact your students and schools.

Your neighborhoods. Your schools. All kids.

This guide was created for educational purposes only. Opportunity 180 does not endorse or support political candidates, including educational candidates. Written responses were submitted on a voluntary basis and were published as submitted. For inquiries about this voter guide, please contact Anthony Curry, Public Policy Director at Opportunity 180, via email at anthony@opportunity180.org.

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2022 ELECTION INFORMATION

The 2022 general election, which will be held on Tuesday, November 8, will be a "hybrid" election with an option to vote by mail or vote in-person.

Mail Ballot Voting: Active registered voters in Clark County will automatically receive a mail ballot for the General Election. You can check your voter registration status by visiting www.RegisterToVoteNV.gov. A listing of drop-off sites will be in your mail ballot packet and at www.ClarkCountyNV.gov/vote. If you do not receive your mail ballot packet by October 25, 2022, contact the Election Department by phone at (702) 455-VOTE (8683). Mail ballots sent through the Post Office must be:

- (1) Mailed in the postage-paid return envelope provided which the voter must also sign;
- (2) Postmarked on or before Election Day; and
- (3) Received by the Election Department on or before 5:00 p.m. on Tuesday, November 12, 2022.

For the November 8, 2022 General Election, mail ballots must be postmarked on or before Tuesday, November 8, 2022, and received by 5:00 p.m. on Tuesday, November 12, 2022.

In-Person Voting Using Voting Machines: Clark County will have 88 early voting sites open during the period of October 22 - November 4, 2022 (Saturday-Friday) and over 100 Election Day vote centers on Election Day, Tuesday, November 8, 2022, where you may cast your ballot on a voting machine. If you have your mail ballot with you, you must surrender it at the voting site. If you do not have it with you, you must sign an affirmation that you are not voting twice in the same election. A schedule of early voting sites and Election Day vote centers will be in your sample ballot and on the Department's website at www.ClarkCountyNV.gov/vote.



FIND YOUR CCSD TRUSTEE DISTRICT

The CCSD Board of Trustees is a seven-member group that governs the Clark County School District. Each Trustee is elected to a four-year term and represents a different geographic area within Clark County. The Board establishes CCSD policies and employs and evaluates the performance of the Superintendent. [Click here to find your CCSD Trustee District.](#)

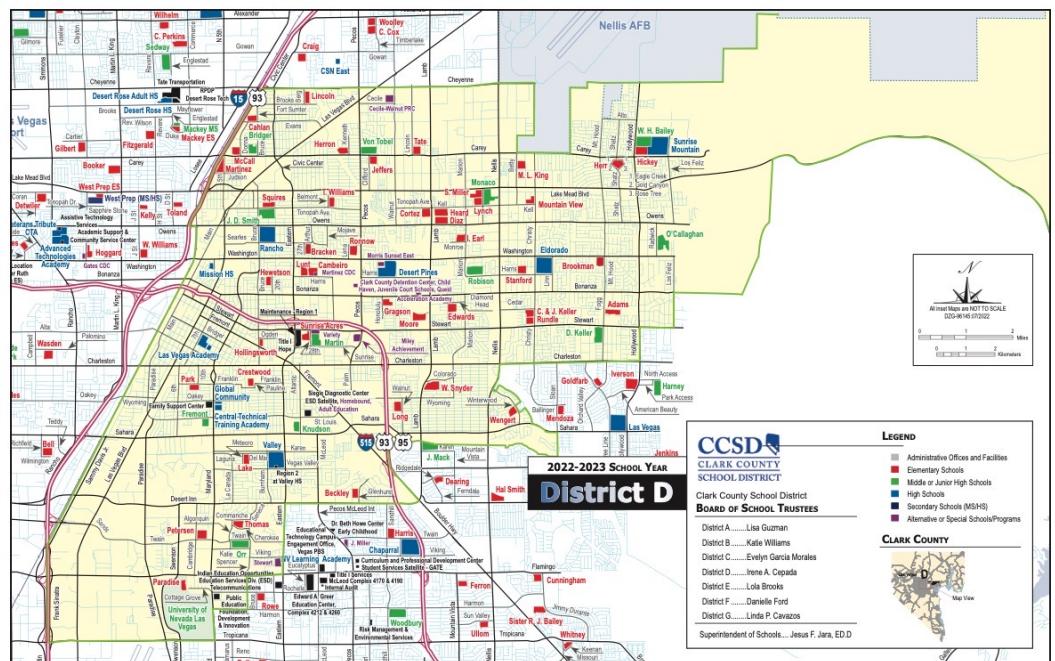
Vision Statement of the Clark County Board of School Trustees

All students progress in school and graduate prepared to succeed and contribute in a diverse global society.

District D

Candidates:

- Irene Cepeda
- Brenda Zamora

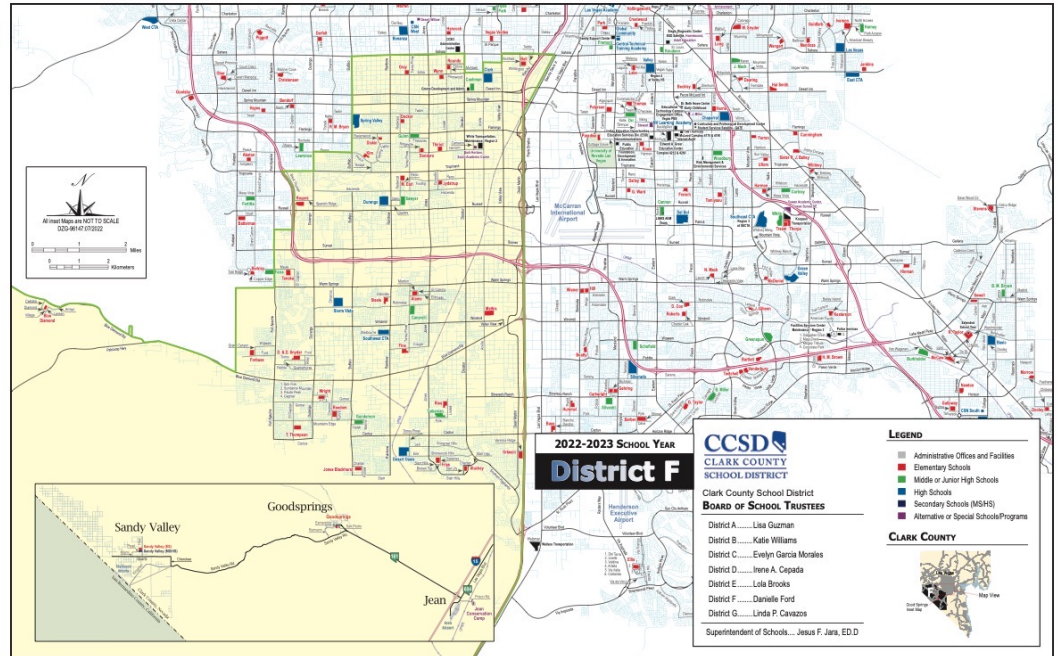


FIND YOUR CCSD TRUSTEE DISTRICT

District F

Candidates:

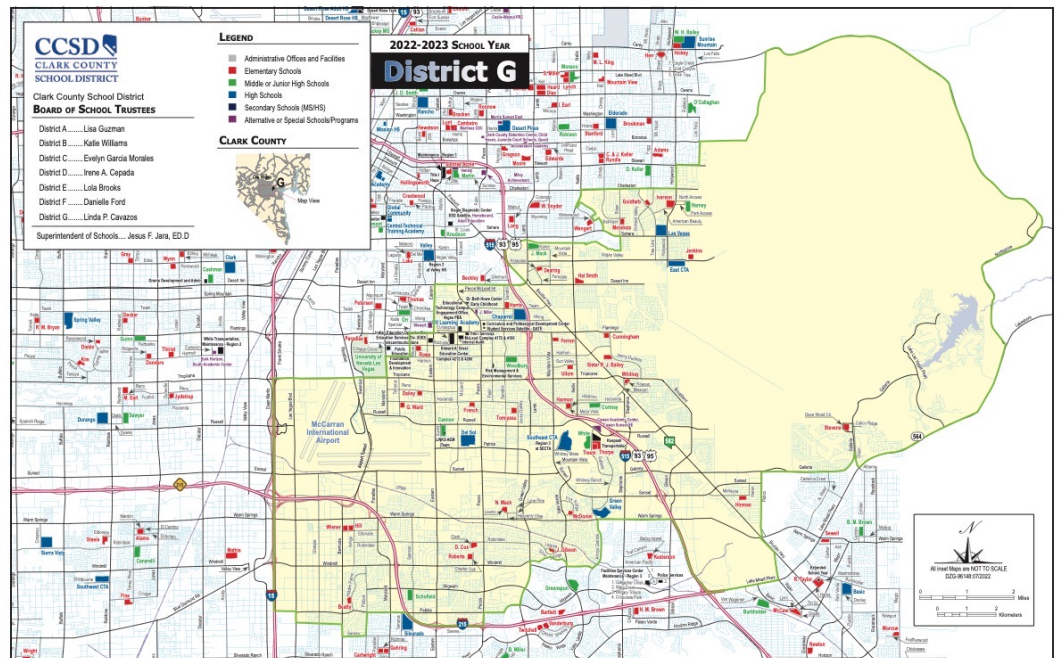
- Irene Bustamante Adams
- Danielle Ford



District G

Candidates:

- Linda Cavazos
- Greg Wieman



CCSD TRUSTEE CANDIDATES

**Why are you running for CCSD Trustee?
What is your vision of success in this role?**

Irene Cepeda

D
DISTRICT

I am running because experience and representation matters. The school district constantly faces many challenges. To keep positive work moving forward, we need leadership with a strong understanding of governance, boards, and educational issues. Additionally, knowing how to set and monitor student-centered goals will help ensure our students are achieving academically and have the support they need to be successful. I have worked in education for over 15 years, at multiple levels. I have worked in the non profit sector, high school, and higher education. I am also a mom of a teen that attends a CCSD High School and a toddler that will eventually attend a public school. Success looks like steady progress towards reducing achievement gaps, creating safer learning environments, and contributing to being a highly effective board.

[Click here for full questionnaire.](#)

Brenda Zamora

I decided to run for Trustee because we need a community voice on the board. I am a mother of three, two attending our district with one having an I.E.P, I have first hand experience being a student and mother in CCSD. I will bring the voices of parents, students, support staff, and teachers to the table because I know how important and successful it can be to work together. Success to me looks like fair and livable wages for all support staff and teachers. Being fully transparent where the district funds go. As well as building partnerships with community organizations that will support the success of our students.

[Click here for full questionnaire.](#)

CCSD TRUSTEE CANDIDATES

**Why are you running for CCSD Trustee?
What is your vision of success in this role?**

F DISTRICT

Irene Bustamante Adams

Several family members passed away during the pandemic, reminding me of how fragile life is and my desire to leave behind a great legacy as a public servant. I am also a new grandmother to a two-year-old little boy who will soon be entering the CCSD Public School System. Therefore, I feel compelled to use my gifts and talents to advance a vision of achievement where all student are successful.

[Click here for full questionnaire](#)

Danielle Ford

Learn about my experience as the current CCSD Trustee for District F, what I stand for, and other election-related info at DanielleFordSpeaksOut.com

[Click here for full questionnaire.](#)



CCSD TRUSTEE CANDIDATES

Why are you running for CCSD Trustee?
What is your vision of success in this role?



Linda Cavazos

I am running for re-election because I feel that my experience and knowledge from the past five years as a Trustee can help greatly in the coming years. The Board and the District collaboratively need to set a more constructive path into raising expectations, setting up our schools for success, and utilizing effective leadership at all levels, especially at the very top level tiers.

My vision of success for the Trustee role is to be a team member who is willing to listen to different viewpoints, invest the time and work necessary to be informed on policies and agenda items, attend all trainings and board meetings (unless there is an emergency), and to prioritize the students' academic and social emotional needs. All of this necessitates effective communication between the Board and the Superintendent, between the Trustees and the community, including business partners. If these different factors are not in place, then it will be difficult for student achievement metrics to rise in our District.

[Click here for full questionnaire.](#)

Greg Wieman

Originally, I was urged to run by a former student who has been a long-time member of the community and is deeply disappointed by the performance and reputation of CCSD. Retired from a successful and satisfying 38-year career in public education, I share his disappointment and am embarrassed by our lack of regard for student success in the district.

The performance of the Board of Trustees has been most troubling. They have allowed low standards of performance and not put student success at the forefront. My personal vision is to add professionalism and common sense to Board actions, decisions and policies by sharing my educational experience and knowledge.

[Click here for full questionnaire.](#)

CANDIDATE RESPONSES



CLARK COUNTY SCHOOL DISTRICT Board of Trustees

IRENE CEPEDA

CCSD Trustee Candidate, District D
Incumbent
Website: irenecepeda.org



1. What do you believe is the purpose of public education?

The purpose of public education is to make sure students are prepared with skills needed for an ever-changing world. To meet that purpose, school districts need to educate and provide holistic support for students and families. From an even larger perspective, the health of our democratic republic depends on an educated constituency.

2. What is the role of the Clark County School District Board of Trustees? What do you believe is the CCSD Board of Trustees' obligation to kids? How can we make sure board members are accountable to that obligation?

The role of the School Board of Trustees is to provide oversight of the district. The Lighthouse study indicated that highly effective school boards do a few things: they define clear goals, monitor those goals, and align resources to the established goals. Our obligation to students is to function as a highly effective board. So, when other items consume a majority of a board's time then a board needs to be reminded that student centered outcomes need to be prioritized. There should be a level of self-reflection a board does on its own to keep itself accountable. For example, as president I've asked staff to keep track of the time we spend on student-centered agenda items compared to other items. Having that data plus community feedback, helps drive future agenda setting. Currently, the ultimate accountability for trustees happens during election season.

3. Why are you running for CCSD Trustee? What is your vision of success for this role?

I am running because experience and representation matters. The school district constantly faces many challenges. To keep positive work moving forward, we need leadership with a strong understanding of governance, boards, and educational issues. Additionally, knowing how to set and monitor student-centered goals will help ensure our students are achieving academically and have the support they need to be successful. I have worked in education for over 15 years, at multiple levels. I have worked in the non profit sector, high school, and higher education. I am also a mom of a teen that attends a CCSD High School and a toddler that will eventually attend a public school. Success looks like steady progress towards reducing achievement gaps, creating safer learning environments, and contributing to being a highly effective board.

4. How do you define student success? What experience do you have and what role do you intend to play in advocating for student success?

In this context, setting goals and performance measures is critical to see where the organization is at. Our goals should reflect where the board wants to be in terms of student success - whether academic or social/emotional. CCSD is comprised of 7 members plus the superintendent, so defining and measuring success is a team effort.

5. How do you plan to authentically engage students and families if you are elected to serve on the CCSD Board of Trustees?

This may be the hardest question on the questionnaire, because it is critical to engage the community, but it can be difficult because of the amount of work this role consumes without counting the community engagement piece. Some of the best conversations I've had are one-on-one conversations with my neighbors' kids, chats while waiting in grocery store lines, or walking my dog. This is still an area of growth for me. A post on social media does not feel like authentic engagement for me. I find reading SOT minutes insightful. Any correspondence I receive seeking assistance is shared with district staff for resolution. I also keep my circles open to different perspectives, as a nonpartisan role, hearing from a spectrum of perspectives helps approach topics from multiple points of view. Ultimately, now that the pandemic community spread is decreasing, trustees will have more opportunity for in-person community engagement.

6. What, if any, barriers currently exist to educational excellence and equity for every student? If elected to the Board of Trustees, how will you help eliminate these barriers?

There are many. Immediately, I think of capital. Per pupil funding is not and has not been adequate. With the new pupil-centered funding formula, there are opportunities to more equitably fund students. National teacher shortage and staffing shortages also directly impact our students. These shortages impact our low socio-economic student populations the most. That is why as president, I've prioritized student-centered agenda items. Regardless of how the data might be, it is important to be honest about outcomes and course-correct. If elected, I'd continue to work with our trustees and superintendent to align goals and resources to student-centered outcomes.

7. Are there challenges specific to immigrant students and/or students of color within CCSD? Is racism an issue within CCSD? How will you ensure these issues are addressed with fidelity if elected to serve on the Board of Trustees?

Our district is a reflection of our community. Racism is an issue in our community (& country) and by extension in our schools. Schools are at the intersection of all societal issues. Resources for historically-underserved communities have lagged and 12+ years of budget cuts plus a pandemic have exacerbated inequities. Being honest about our data is critical, aligning goals and resources, and hearing from these constituencies have helped move some of this work forward. There is still a long way to go.

8. What do you believe are the top three most persistent challenges facing the CCSD Board of Trustees? What is an example of a bold approach you would propose to address one of those challenges?

As President of the board this year, I have a different perspective to offer. In 2021, the board spent absolutely 0% of its time on student outcomes, the board did not establish goals, and therefore did not monitor a single item. That year was particularly tumultuous, combined with pandemic and disorderly public commenters. Still, we had long meetings, but not one student-outcome discussion. The President sets the agenda. This year, with a lot of planning and work, the board set 3 goals (aligned with topics important to our constituents), and we consistently have 2-4 agenda items a month dedicated to monitoring student-outcomes. Shifting to a student outcome focus has taken a lot of effort and planning, but this practice of setting and monitoring goals is, in my opinion, the most important role of the position. Aside from the above challenge, I would add budget constraints, and staffing as persistent challenges for the board and the district as a whole.

Irene Cepeda – District D – Candidate Responses Cont.

9. Do you believe the current structure of the Board of Trustees sets the Board up to reach its goals? What will you bring to the role that will complement the skills of existing Board members?

This role is difficult and it is very time intensive. I believe the Board can achieve its goals, however, it takes a strong commitment and focus to student outcomes from a majority of the board. I contribute my experience with establishing goals, aligning them to the superintendent's evaluation, and monitoring those goals throughout the year.

10. Research suggests that more than 50% of a board meeting should be focused on student outcomes. How would you ensure the board allocates this amount of time to student outcomes?

Board policy now outlines a student-centered outcome agenda monitoring calendar. Additionally, my experiences these past few years have solidified my commitment to ensuring the board follows best practices according to research.

11. How can the CCSD Board of Trustees better engage in learning together? If elected to the Board, what steps will you take to ensure this happens?

Every discussion and training, with a few exceptions, has to be done in public because of Open Meeting Laws. So, that adds some complexities to training and teambuilding in a safe space. This year, trustees have undergone training from the Nevada Association of School Boards and have had opportunities to attend trainings from the National Association of School Boards. I believe there should also be opportunities outside of professional development to team build.

12. If elected to the Board, how would you approach challenging conversations and/or criticisms that might arise from fellow Board members, stakeholders, and the broader community?

Personally, when approached with any criticism, I try to communicate more context and insights about the topic. I believe in listening to multiple perspectives regardless of whether I agree or disagree with something. I don't shy away from difficult conversations because discomfort is where learning happens. If a trustee brings up a topic, there's a process to address it. Sometimes an issue doesn't have to be discussed in a board meeting. Sometimes those conversations should be addressed in a different format.

13. What key indicators would you use to assess the performance of CCSD's Superintendent? How would you hold the Superintendent accountable?

The goals the board establishes should be aligned to the superintendent's evaluation. The superintendent is our only employee and with 7 board members, it is critical to be clear with expectations and have performance measures that can be objectively measured. I also believe that as a supervisor, it is important to provide constructive feedback regularly. Learning is something that happens constantly so, healthy feedback helps folks grow. Ultimately, accountability looks like monitoring goals, providing feedback and then termination is an option if progress isn't made on goals.

Irene Cepeda – District D – Candidate Responses Cont.

14. How would you address the increased gap in test scores faced by students of color and students from low-income circumstances caused by the pandemic?

Again, knowing and monitoring where we are as a district is critical. Ensuring data is disaggregated is just as important. The topics the board prioritizes have a ripple effect because it sets the tone across the district and additionally makes the data accessible to the public.

15. What steps should the CCSD Board of Trustees take to address the current teacher shortage? If elected to the Board, how will you help lead this approach?

Teacher shortage is a multifaceted issue. This year the board aligned one of our three goals to teacher recruitment and we have been monitoring retention. Teacher shortages are nationwide issue. Addressing pay and compensation has been a priority. Still, there are other work environment issues that also need to be addressed. Teacher shortages did not happen overnight and will take long term solutions at local, nonprofit, higher education, and state level to make an impact.

BRENDA ZAMORA

CCSD Trustee Candidate, District D
Website: votebrendazamora.com



1. What do you believe is the purpose of public education?

1. To provide equitable education for all families in Southern Nevada no matter their background and their socioeconomic status.

2. What is the role of the Clark County School District Board of Trustees? What do you believe is the CCSD Board of Trustees' obligation to kids? How can we make sure board members are accountable to that obligation?

1. The role of a Trustee is to create policies to further our kids' education, create safe working environments, and create community relationships. The obligation to our children is to always set them up for success and make sure they have every resource needed for success. To remind board members that it's their job to want the success of their students in their districts, so our communities can thrive.

3. Why are you running for CCSD Trustee? What is your vision of success for this role?

1. I decided to run for Trustee because we need a community voice on the board. I am a mother of three, two attending our district with one having an I.E.P, I have first hand experience being a student and mother in CCSD. I will bring the voices of parents, students, support staff, and teachers to the table because I know how important and successful it can be to work together. Success to me looks like fair and livable wages for all support staff and teachers. Being fully transparent where the district funds go. As well as building partnerships with community organizations that will support the success of our students.

4. How do you define student success? What experience do you have and what role do you intend to play in advocating for student success?

1. Student success is when each student is sufficiently funded from k-12. When a student is fed breakfast and lunch. Provided books every year with adequate 1:1 student teacher time. That we provide knowledge of all options after graduation. My experience in advocating for student success was for my own daughter with an I.E.P by making sure she had the right resources needed to be successful in her school.

5. How do you plan to authentically engage students and families if you are elected to serve on the CCSD Board of Trustees?

1. I plan to attend the SOT meetings of schools in my districts, One of the ways to authentically engage students and families is by making sure that we have language access at school board meetings, school meetings in order to ensure that parents and students can participate in the decision making process when it comes to education.

Brenda Zamora – District D – Candidate Responses Cont.

6. What, if any, barriers currently exist to educational excellence and equity for every student? If elected to the Board of Trustees, how will you help eliminate these barriers?

1. Currently schools in my district are underfunded and our families are being ignored. The needs of students are not being met thus causing us as a Board to impede them from their full potential. As a Trustee I will fight to ensure that the schools in the district are properly funded and that students' are surrounded with community support, empowering them to be successful in school and in life.

7. Are there challenges specific to immigrant students and/or students of color within CCSD? Is racism an issue within CCSD? How will you ensure these issues are addressed with fidelity if elected to serve on the Board of Trustees?

1. Immigrant students and students of color face many challenges within CCSD from language barriers to racism. One of the biggest challenges is racism and we see this issue in every educational institution. Currently CCSD has a school to prison pipeline system that impacts students of color the most and this is something that I would fight to end with programs that have designs that would encourage students instead of holding them back to their full potential. I am a strong advocate who will fight to ensure that our students are surrounded with community support, empowering them to be successful in school and in life

8. What do you believe are the top three most persistent challenges facing the CCSD Board of Trustees? What is an example of a bold approach you would propose to address one of those challenges?

1. Communication
2. Transparency
3. Collaboration with Community
4. My bold approach to one of the issues is to start with requests to get line items for our ESSER Funds so our community, who worked hard to collectively come up with plans for the ESSER II Funds distribution, can see and participate in the process from beginning to end.

9. Do you believe the current structure of the Board of Trustees sets the Board up to reach its goals? What will you bring to the role that will complement the skills of existing Board members?

1. We are elected by our constituents to bring representation from our districts. It is important that the Trustees work together to create their goals through strategic planning, and set metrics and goals for the board and Superintendent. I think that if the board truly followed the "Balanced Governance" approach and they partnered with the Superintendent; it could reach its goals.

10. Research suggests that more than 50% of a board meeting should be focused on student outcomes. How would you ensure the board allocates this amount of time to student outcomes?

1. We as trustees must hold each other accountable to make sure our agenda items are about student success and reflective of student outcomes. We must also make sure we are listening to our students and teachers who are directly impacted during our decision making process.

11. How can the CCSD Board of Trustees better engage in learning together? If elected to the Board, what steps will you take to ensure this happens?

1. If I am elected to the Board I will encourage that trustees take an annual training from the National School Boards Association to learn how we can effectively work together to ensure our meetings are effective.

12. If elected to the Board, how would you approach challenging conversations and/or criticisms that might arise from fellow Board members, stakeholders, and the broader community?

1. I would approach challenging conversations with an open mind. I will be willing to hold discussions with fellow Trustees, stakeholders, and the broader community to gain better understanding when an issue arises. With stakeholders I will set up meetings with them to hear their perspective and learn from them. With my community I plan on hosting semi-monthly meetings where they have a chance to have those tough conversations and I plan on working through solutions with them.

13. What key indicators would you use to assess the performance of CCSD's Superintendent? How would you hold the Superintendent accountable?

1. Superintendent Jara was fired and then rehired by the same board that fired him, by bringing him back we are not holding him accountable and we continue to fail our students. The superintendent needs to be held accountable by the board and should produce a report at every meeting addressing the issues that are currently happening in the district. For example it would be great to hear what he is doing to ensure that the over 1,200 plus teacher gap closes and how he plans to retain teachers for the rest of his contract. We also need to set goals with deadlines.

14. How would you address the increased gap in test scores faced by students of color and students from low-income circumstances caused by the pandemic?

1. We have seen studies that show students of color and students from low income households falling behind in math, reading. On average nationwide students of these backgrounds fall behind 4 months in math and 5 month in reading, these statistics are much higher in CCSD. This would be a great opportunity to partner with our local libraries and community centers to provide students with tutoring support. There are many programs in our community that can help us close these gaps.

15. What steps should the CCSD Board of Trustees take to address the current teacher shortage? If elected to the Board, how will you help lead this approach?

1. We need to raise the pay for teachers, pay our homegrown teachers the same amount we would pay teachers from out of state, and help waive their student debt in 5 years rather than 10. We would need to approach the fiscal impact at a legislative level. I will lead this approach by starting a team that will research the positive results of teachers when they aren't burdened by debt or low wages. We also have some great initiatives for teachers that we need to advertise more of. We are in a digital world now and as a district we need to be more intentional on how we reach folks where they are.

IRENE BUSTAMANTE ADAMS

CCSD Trustee Candidate, District F
Website: ibustamanteadams.org



1. What do you believe is the purpose of public education?

Public schools are administered and funded by the state or national government. The original intent was a universal kindergarten through 12th grade educational system available free of charge to all citizens.

Many stakeholders have competing interests within this space; therefore, the purpose of public education has evolved. I believe the purpose does also include the following:

- Preparing students to compete at the highest academic level
- Aligning education with economic development to train children to meet the needs of employers
- Training children to add value to their community

2. What is the role of the Clark County School District Board of Trustees? What do you believe is the CCSD Board of Trustees' obligation to kids? How can we make sure board members are accountable for that obligation?

The governing body for CCSD is responsible for developing a vision and is accountable for working with the Superintendent to achieve those goals. The results are measured by factors like hiring, directing, and supervising the Superintendent, oversight of budget, and reviewing and developing policies to ensure student success.

A trustee's obligation is to ensure every child's success in Clark County. Success in this area could be measured through community involvement to improve student achievement, transparency in sharing data and soliciting input from community stakeholders to address areas of concern like public safety and teacher retention.

3. Why are you running for CCSD Trustee? What is your vision of success for this role?

Several family members passed away during the pandemic, reminding me of how fragile life is and my desire to leave behind a great legacy as a public servant. I am also a new grandmother to a two-year-old little boy who will soon be entering the CCSD Public School System. Therefore, I feel compelled to use my gifts and talents to advance a vision of achievement where all students are successful.

4. How do you define student success? What experience do you have, and what role do you intend to play in advocating student success?

Student success means that all children have the access and equity to receive a broad level of foundational knowledge, are taught to be lifelong learners, and acquire the ability to become engaged citizens to add value to their community.

I have an extensive background as a corporate executive of diversity, a former state legislator, and seasoned workforce development professional. Each role involved focusing on data-driven decisions that impact the K-12 system. I will bring that unique skill set to the table and advocate for student success.

5. How do you plan to authentically engage students and families if elected to serve on the CCSD Board of Trustees?

My plan includes following the best practice of visiting schools on a regular basis and developing consistent communication with students and families. I also plan to solicit advice from the community stakeholders on how I can help in my role as a trustee to ensure that the students thrive.

6. What, if any, barriers currently exist to educational excellence and equity for every student? If elected to the Board of Trustees, how will you help eliminate these barriers?

In July 2019, the CCSD Superintendent created the Student Equity and Access Advisory Commission. Twelve other leaders and I were tasked with reviewing school-by-school data and making recommendations to ensure equity and access for all students.

The data help us to understand the current status of academic programming across our District and the critical areas in a student's K-12 journey wherein our system has created opportunities and access for some and prevalent hurdles and barriers for others.

The Commission participated in several meetings and discussions over several months to accomplish its goal. As a result, our findings identified four barriers leading to inequity cycles. They included the following:

- Pre-Kindergarten Access
- Elementary Pathways: Magnet programs and Gifted and Talented Education
- Accelerated Coursework in Middle School
- High School Coursework: Advanced Placement, Dual Credit and Career, and Technical Education

A subgroup was created to continue to work with CCSD staff to make recommendations on strategies to remove the barriers. An update on the improvements that have been made is scheduled to be released in late 2022. My plans are to continue to work within this group and volunteer my time to improve student success.

7. Are challenges specific to immigrant students and/or students of color within CCSD? Is racism an issue within CCSD? How will you ensure these issues are addressed with fidelity if elected to serve on the Board of Trustees?

There are specific challenges for immigrant students and students of color within CCSD. The data mentioned in the Student Equity and Access recommendations clearly shows that some students are excelling and others are being left behind.

On top of the barriers for academic achievement, there is a need to explore policy dealing with racism within CCSD. I was honored to serve on the Anti-Racism task force convened by the Superintendent. The group's goal was to provide recommendations on a policy framework that addresses anti-racism, equity, and inclusion. I would volunteer to continue to work with the other community stakeholders convened to carry out the recommendations.

8. What do you believe are the top three most persistent challenges facing the CCSD Board of Trustees? What is an example of a bold approach you would propose to address one of those challenges?

The number one persistent challenge facing the CCSD Board is the community's loss of faith in its effectiveness. As a result, they have lost credibility in tackling student achievement, addressing access and equity barriers, and developing a strategy to retain teachers.

Community stakeholders have disengaged in participating with the CCSD Board. Some ideas to address this challenge are:

- Intentionally work with LVGEA, Chambers of Commerce, and other business-focused groups to align education, workforce, and economic development. This would include using the Workforce Blueprint and the Comprehensive Economic Development Strategy to ensure we are preparing kids for the future workforce needed by the region. I would engage them to help develop the solutions.
- Have consistent presentations to local municipalities, including Clark County, on CCSD's progress for improving outcomes and open the lines of communication to solve the problems together
- Have consistent presentations to Southern Nevada state legislators to keep them informed of the progress and open the lines of communication to build trust and transparency
- Be intentional in working with the Nevada State of Board of Education to improve student achievement and educator effectiveness

9. Do you believe the current structure of the Board of Trustees sets the Board up to reach its goals? What will you bring to the role that will complement the skills of existing Board members?

From an outside perspective, I believe the current structure allows the Board of Trustees to achieve its goals. Past boards have been successful with the arrangement. It is how Board Members behave towards one another and with the community that causes dysfunction.

I have been in Southern Nevada for thirty-plus years. During my time here, I have served in various leadership roles that bring a wealth of experience to the table. I would add value and compliment the skills of the existing Board of Trustees by bringing the following experiences:

- Former Director for Corporate Diversity for MGM MIRAGE Resorts International, where I was responsible for assisting in developing and implementing nationally recognized programs that promoted diversity and inclusion
- Former Speaker Pro Tempore for the Nevada State Assembly, where I worked collaboratively across party lines to craft legislative policy focused on education
- Currently, as a workforce development professional, I have the opportunity to work with community stakeholders to align education, workforce, and economic development to keep our region competitive
- As a small business owner, my business acumen allows me to use data to make well-rounded business decisions
- I have extensive training on leading diverse teams and creating a culture of respect and professionalism

10. Research suggests that more than 50% of board meetings should be focused on student outcomes. How would you ensure the Board allocates this time to student outcomes?

I would be interested in reviewing the research and learning more about the suggested concept. Some ideas that I would propose to ensure the Board allocates the right amount of time on student outcomes would be the following:

- Work with the Board President on agenda setting
- Review policy on what items the Board needs to hear
- Have a visual dashboard presented every quarter on student outcomes
- Develop clear expectations for the Superintendent on student success
- Hold the Superintendent accountable for positive progress on the vision set by the Board

11. How can the CCSD Board of Trustees better engage in learning together? If elected to the Board, what steps will you take to ensure this happens?

In every leadership position I have held, extensive training of members was the key to our consistent growth as a team. I would continue to build upon the professional development training already in existence for the Board and build upon the knowledge needed for the role. I would also invest in developing the team culture to empower the group to rethink our approach to teamwork and shape new behaviors.

12. If elected to the Board, how would you approach challenging conversations and/or criticisms that might arise from fellow Board members, stakeholders, and the broader community?

I would apply the extensive training I have gained through my various leadership roles to deal with diverse viewpoints and handle myself professionally. I would be intentional in building relationships by actively listen to understand the person's viewpoint. Then, I would invite the individual or group to meet together, learn what shape's their perspective and ask a lot of questions. I would then identify what we have in common and work on solutions together.

13. What key indicators would you use to assess the performance of CCSD's Superintendent? How would you hold the Superintendent accountable?

I would make sure that the Board was clear on the expectations of their one employee and use the current evaluation rubric used for assessing the Superintendent: I would focus on student outcomes and the ability of his staff's to deliver the desires goals. The rubric also holds the Superintendent accountable for providing operational oversight, monitoring progress, leading collaboratively, and communicating effectively. Then, I would ask the Superintendent what he needed from me to help ensure that there was a positive improvement in all areas.

14. How would you address the increased gap in test scores faced by students of color and students from low-income circumstances caused by the pandemic?

The challenge of the increased gap in test scores deserves a comprehensive approach. Some ideas I would propose would include the following:

- Continue to use school-by-school data to understand the problem and invite the community stakeholders to help develop solutions for each school
- Quarterly review metrics of the recommendations from the Superintendent's Equity and Access Commission
- Develop a communication plan for the community stakeholders and keep them engaged and informed of the progress
- Hold the Superintendent accountable for the desired improvement set by the Board

15. What steps should the CCSD Board of Trustees take to address the current teacher shortage? If elected to the Board, how will you help lead this approach?

The Superintendent did convene a group of community stakeholders to review the current teacher shortage. The challenge that arose was that it was led by CCSD staff. Instead, I would recommend the following:

- Reconvening the group and let the business community lead the discussion. We need a fresh perspective on how to address the challenge. Without a different approach, it will affect our ability to compete as a region.
- I would reexamine the two studies ordered by the Nevada Legislature and identify the gap that exist to adequately fund education. I need to understand the funding target we need to aim for to close the discrepancy.
- I would work with the Nevada Legislature and other local elected to develop a long-term funding plan against the national average. The problem is complex; however, if we do not compartmentalize the problem, we will not develop the plan.

DANIELLE FORD

CCSD Trustee Candidate, District F
Incumbent
Website: daniellefordspeaksout.com



1. What do you believe is the purpose of public education?

Learn about my experience as the current CCSD Trustee for District F, what I stand for, and other election-related info at DanielleFordSpeaksOut.com

2. What is the role of the Clark County School District Board of Trustees? What do you believe is the CCSD Board of Trustees' obligation to kids? How can we make sure board members are accountable to that obligation?

Learn about my experience as the current CCSD Trustee for District F, what I stand for, and other election-related info at DanielleFordSpeaksOut.com

3. Why are you running for CCSD Trustee? What is your vision of success for this role?

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4. How do you define student success? What experience do you have and what role do you intend to play in advocating for student success?

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5. How do you plan to authentically engage students and families if you are elected to serve on the CCSD Board of Trustees?

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6. What, if any, barriers currently exist to educational excellence and equity for every student? If elected to the Board of Trustees, how will you help eliminate these barriers?

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7. Are there challenges specific to immigrant students and/or students of color within CCSD? Is racism an issue within CCSD? How will you ensure these issues are addressed with fidelity if elected to serve on the Board of Trustees?

Learn about my experience as the current CCSD Trustee for District F, what I stand for, and other election-related info at DanielleFordSpeaksOut.com

Danielle Ford – District F – Candidate Responses Cont.

8. What do you believe are the top three most persistent challenges facing the CCSD Board of Trustees? What is an example of a bold approach you would propose to address one of those challenges?

Learn about my experience as the current CCSD Trustee for District F, what I stand for, and other election-related info at DanielleFordSpeaksOut.com

9. Do you believe the current structure of the Board of Trustees sets the Board up to reach its goals? What will you bring to the role that will complement the skills of existing Board members?

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10. Research suggests that more than 50% of a board meeting should be focused on student outcomes. How would you ensure the board allocates this amount of time to student outcomes?

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11. How can the CCSD Board of Trustees better engage in learning together? If elected to the Board, what steps will you take to ensure this happens?

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12. If elected to the Board, how would you approach challenging conversations and/or criticisms that might arise from fellow Board members, stakeholders, and the broader community?

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13. What key indicators would you use to assess the performance of CCSD's Superintendent? How would you hold the Superintendent accountable?

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14. How would you address the increased gap in test scores faced by students of color and students from low-income circumstances caused by the pandemic?

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15. What steps should the CCSD Board of Trustees take to address the current teacher shortage? If elected to the Board, how will you help lead this approach?

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LINDA CAVAZOS

CCSD Trustee Candidate, District G
Incumbent
Website: lindacavazos.com



1. What do you believe is the purpose of public education?

Public education is the great equalizer in providing a free and equitable education to every child, with the goal of each student graduating with the knowledge and skills needed to be civically informed, college and career ready, and able to navigate successfully in our present society.

2. What is the role of the Clark County School District Board of Trustees? What do you believe is the CCSD Board of Trustees' obligation to kids? How can we make sure board members are accountable to that obligation?

The Board's role is to collaboratively and collectively provide informed oversight over the Superintendent, to approve the annual district budget, and to otherwise be informed and responsible for all relevant fiduciary duties, and additionally to be appropriately responsive to constituent concerns within the trustee role.

The Board's obligation to kids is to prioritize providing the best possible opportunities, tools, and environment for academic achievement, civic responsibility, and a healthy and productive skill set to navigate in our global society.

I believe that the accountability for Trustees in many areas currently is almost non-existent; there needs to be more structure related to additional training if needed, and a specific metric utilized for assessing accountability.

3. Why are you running for CCSD Trustee? What is your vision of success for this role?

I am running for re-election because I feel that my experience and knowledge from the past five years as a Trustee can help greatly in the coming years. The Board and the District collaboratively need to set a more constructive path into raising expectations, setting up our schools for success, and utilizing effective leadership at all levels, especially at the very top level tiers.

My vision of success for the Trustee role is to be a team member who is willing to listen to different viewpoints, invest the time and work necessary to be informed on policies and agenda items, attend all trainings and board meetings (unless there is an emergency), and to prioritize the students' academic and social emotional needs. All of this necessitates effective communication between the Board and the Superintendent, between the Trustees and the community, including business partners. If these different factors are not in place, then it will be difficult for student achievement metrics to rise in our District.

4. How do you define student success? What experience do you have and what role do you intend to play in advocating for student success?

I believe that student success cannot be a “one size fits all” measurement, it is unique to the individual, and I adamantly believe in considering the “whole entity” of each individual student. However, some common denominators apply: Is the student ready to pursue a career or college pathway with the skills, knowledge, and experiences that were acquired from their public school education? If the answer is yes, then the student is successful.

My experiences as a parent, high school and university instructor, small business owner, and as a mental health professional give me a multi-faceted perspective into the diverse challenges that we face to ensure that all of our students receive the best public education possible. I will use various skills and knowledge from my different work and life experiences to advocate for making wise policy and informed oversight decisions that will proactively benefit our students’ opportunities for overall achievement and success.

5. How do you plan to authentically engage students and families if you are elected to serve on the CCSD Board of Trustees?

I will continue using the approved protocols established by the Board to engage students and families, and additionally will explore joint community forums and meetings with other trustees. I am also very responsive to emailed and telephone communications, limited and professional social media communications, and attendance at community and District G events to which I’ve been invited. School site events, such as Reading Week, dedications, award ceremonies, and other student focused events are a priority for me, and I seldom miss any.

6. What, if any, barriers currently exist to educational excellence and equity for every student? If elected to the Board of Trustees, how will you help eliminate these barriers?

Economic challenges unique to our highest need and underserved communities remain a problem. The dearth of minority leadership is prevalent at every level in our educational hierarchy, but I believe that this can be overcome by encouraging and mentoring the wealth of talent in our district—specifically, the licensed and support professionals who know our kids, know our communities, and know the unique needs of the demographics in each region.

7. Are there challenges specific to immigrant students and/or students of color within CCSD? Is racism an issue within CCSD? How will you ensure these issues are addressed with fidelity if elected to serve on the Board of Trustees?

Yes, immigrant students and their families often have their specific language, cultural, and overall educational needs ignored, or not addressed in a culturally responsive manner. I believe that the District is doing better, in large part due to the efforts of the Global Community High School staff and families. Students of color and LGBTQ students are the victims of bullying and racist behaviors frequently, but again, with the recent passage last year of the anti racism policy, and increased efforts to consistently follow anti bullying protocols, we are doing better. Effective and informed leadership is crucial to these efforts.

8. What do you believe are the top three most persistent challenges facing the CCSD Board of Trustees? What is an example of a bold approach you would propose to address one of those challenges?

1-Effective, equitable, and consistent communications with the superintendent, including closed sessions, non board meeting information notification, and inclusive communications with all trustees, especially in regard to student and educator safety, and the creation of a school culture which ensures that everyone feels safe from bullying and/or retaliation;

2-Filling in the gaps of insufficient trustee training in the areas of policy, budget oversight, the role of governance within the trustee role, correct parliamentary meeting procedures, ethics guidelines, superintendent evaluation, goal setting and measurement, and open meeting law education;

3-Engaging in constructive, collaborative interactions with fellow trustees, including, but not limited to non attributional consensus building, conflict resolution, and skill building in civil, respectful, and professional demeanors with one another, and with the public.

Bold approach: A two day retreat with all trustees and the superintendent, in which concerns are aired, solution based options are considered and discussed, and all trustees self evaluate on their strengths and needed areas of improvement.

9. Do you believe the current structure of the Board of Trustees sets the Board up to reach its goals? What will you bring to the role that will complement the skills of existing Board members?

I'm not sure which specific structure is being referred to here, but I do not believe that the structure is the problem—I think it is more that existing policies, protocols, and regulations are not followed. I do believe that the Board President position should rotate, but only if the trustee has met accountability and training requirements. I will continue to bring to the role civil and respectful demeanor, professional expertise on educational foundations, which I can use to mentor trustees who do not have that knowledge, and a willingness to listen to everyone, whether I agree with them or not.

10. Research suggests that more than 50% of a board meeting should be focused on student outcomes. How would you ensure the board allocates this amount of time to student outcomes?

This is primarily under the President's and superintendent's authority, but as an individual trustee, I can request specific agenda items to keep the focus on student outcomes, while still being willing to ask the difficult questions regarding the operational factors which directly impact those outcomes.

11. How can the CCSD Board of Trustees better engage in learning together? If elected to the Board, what steps will you take to ensure this happens?

(Please see answers to questions #8 and 9).

12. If elected to the Board, how would you approach challenging conversations and/or criticisms that might arise from fellow Board members, stakeholders, and the broader community?

First, listen and seek to understand. Second, I would not be afraid to directly inquire and challenge misinformation and/or disrespectful statements that are hurtful, racist, misogynistic, and unkind. This is most difficult with fellow trustees, as we must try to function as a collective unit, and personal opinions/agendas can get in the way. The challenge with stakeholders and the community is not as difficult, as most people just want to have their voices heard, as they are the constituents who elected us, and they wish to be represented. Third, always seek to gain information and backgrounds about concerns that are presented to you.

13. What key indicators would you use to assess the performance of CCSD's Superintendent? How would you hold the Superintendent accountable?

Attainment of stated student achievement and performance goals, effective communication in all areas: with trustees, educators, and community; consistent evidence of diversity and equity goals reached; regular and effective engagement with parents and community on an ongoing basis; consistent monitoring updates on student, educator, and community concerns, such as teacher shortages, zone variances, testing, and grading policy; consistent updating on fiscal concerns, including the budget and capital improvements. OF PARAMOUNT IMPORTANCE: TRANSPARENCY and PROACTIVE INTERVENTIONS with all entities in the DISTRICT.

Holding the superintendent accountable must rest upon mutual, consistent, and honest communication between the board and their one employee. Giving specific goals and expectations is necessary, and positive change must be seen to ensure continued trust in that role.

14. How would you address the increased gap in test scores faced by students of color and students from low-income circumstances caused by the pandemic?

I would request that all disparities that were addressed during the pandemic, such as the digital divide, social emotional factors, mental health resources, and lack of special needs assistance be reviewed and assessed for past and present efficacy. Before and after evidence focused data would need to be compared. I would continue to evaluate the targeted use of funds allocated to these students to focus in on what has worked, and what has not been effective. Many of these gaps existed before the pandemic, but covid exacerbated the differentiations in these student groups.

15. What steps should the CCSD Board of Trustees take to address the current teacher shortage? If elected to the Board, how will you help lead this approach?

Implement policies that emphasize Recruitment, RETENTION, and RESPECT for our educators, including increased pay and reduced class sizes. (utilizing collective bargaining units for the pay/class size factor).

Explore innovative options for building our own teacher pipelines, without harming or infringing upon the experience of our veteran teachers.

Continue working with our licensed teachers, and support professionals who wish to become teachers, by inviting them to serve on teacher recruitment/retention committees and task forces.

Continue expanded outreach to retired teachers, and to veterans and professionals who may wish to acquire an expedited certification in their field of expertise.

Request and require regular updates of data on new teacher hires, and stated reasons for teacher loss that can be corrected.

Provide resources for alternative licensing programs and assistance.

GREG WIEMAN

CCSD Trustee Candidate, District G
Website: gregwieman.com



1. What do you believe is the purpose of public education?

The purpose of public education has evolved from a classist system to one that should offer equitable educational opportunities to all students. In other words, a chance for all students to maximize their academic potential and explore career paths on their way to finding success in life.

The main goal of public education should be to produce literate, productive citizens.

2. What is the role of the Clark County School District Board of Trustees? What do you believe is the CCSD Board of Trustees' obligation to kids? How can we make sure board members are accountable to that obligation?

The main role of Trustees is to provide effective oversight over the district by protecting the best interests of students, parents, teachers, staff and administrators. Also, to serve as a voice for the community while balancing its competing interests.

Our bottom line question should always be: "Is this better for kids?"

The superintendent is responsible for the overall performance of the district. The Board is responsible for employing an effective educational leader in the position of district superintendent.

The Board should help set the vision of the district by setting policies and expectations that move the district forward. By providing measureable goals, Board members can hold each other and the district accountable for performance.

3. Why are you running for CCSD Trustee? What is your vision of success for this role?

Originally, I was urged to run by a former student who has been a long-time member of the community and is deeply disappointed by the performance and reputation of CCSD. Retired from a successful and satisfying 38-year career in public education, I share his disappointment and am embarrassed by our lack of regard for student success in the district.

The performance of the Board of Trustees has been most troubling. They have allowed low standards of performance and not put student success at the forefront. My personal vision is to add professionalism and common sense to Board actions, decisions and policies by sharing my educational experience and knowledge.

4. How do you define student success? What experience do you have and what role do you intend to play in advocating for student success?

Students have two needs. To know that you care about them and want them to succeed. A successful school is filled with adults that continually meet these needs.

Student success is defined by maximizing academic and behavioral potential in a safe, cordial and productive learning environment.

I served as a teacher, coach, advisor/sponsor, athletic director, assistant principal, principal (high, middle and elementary) and district superintendent. This experience has created an understanding of best educational practices. Simply, the difference between what works and what does not.

It will be an ongoing effort to help guide the Board toward effective decisions and policies that are in the best interests of students.

5. How do you plan to authentically engage students and families if you are elected to serve on the CCSD Board of Trustees?

Engagement will be through various modes. Listening to student and parent concerns by being visible at schools and extracurricular events. Being open to public interactions and invitations. Responding to communications by phone or email. Serving as a guide to students, parents and community members to resolve issues regarding the district.

6. What, if any, barriers currently exist to educational excellence and equity for every student? If elected to the Board of Trustees, how will you help eliminate these barriers?

The foremost issue in our district is providing a safe, cordial and productive learning environment in each school. Particularly for our at-risk students.

Each individual student has unique social, emotional and learning needs. Resources and support for students needs an equitable distribution.

As a Trustee, it will be my responsibility to ensure that there is an appropriate learning environment in each school. There will be shared accountability with the other Board members to monitor the district for its performance. Our shared expectation will be that students have a positive educational experience and maximize their potential.

7. Are there challenges specific to immigrant students and/or students of color within CCSD? Is racism an issue within CCSD? How will you ensure these issues are addressed with fidelity if elected to serve on the Board of Trustees?

CCSD faces the same challenges as most other urban districts. A quality school or district creates equitable learning opportunities for all students. The melanin content of one's skin does not determine academic ability or the capacity to engage in cordial and respectful behavior.

The assumption of inferiority placed on students of color is disingenuous. All students should meet expected standards of behavior and put forth appropriate effort in the classroom. Students want to belong and know they are valued as individuals.

English learner students may need additional support and modifications in instruction. Parents that are non-English speakers should receive accommodations with school communications and there should be liberal use of interpreters when needed such as parent-teacher conferences. Multi-lingual educators and staff members (especially in the office) can be extremely helpful to students and parents.

My expectation as a Board member will be that any type of discriminatory behavior that has negative implications is unacceptable and/or illegal. Incidents involving students or adults having race or ethnicity (or other biases) as an influence should be thoroughly and properly addressed.

Good educators, particularly administrators, have an awareness of potential issues before they arise. Student behavior should be consistently monitored and shaped into a common standard of positive interactions and relationships.

Board members have a duty to advocate for students and parents that feel slighted or rebuffed by the educational system. We should guide them through the proper channels and help bring resolution to any issues.

8. What do you believe are the top three most persistent challenges facing the CCSD Board of Trustees? What is an example of a bold approach you would propose to address one of those challenges?

#1 Safety of students, teachers and staff at our schools. There is a need to create a safe, cordial, productive learning environment in each school. Parents need to know that the safety and well-being of their children is the foremost concern of the district.

#2 The massive shortage of qualified teachers throughout the district. This results in large class sizes, poorly managed classrooms and limits academic achievement.

#3 Non-compliance with Nevada statutes has put us on the brink of receivership by the state.

Bold Approach: There is a considerable teacher shortage across the nation. We need a substantial increase in our efforts to recruit and retain teachers. This can be done by expanding our pipeline of teacher candidates from local colleges and universities, an increased recruiting presence on college and university campuses across the nation and greater outreach to recently retired educators from other states.

Greg Wieman – District G – Candidate Responses Cont.

9. Do you believe the current structure of the Board of Trustees sets the Board up to reach its goals? What will you bring to the role that will complement the skills of existing Board members?

Quality of Board members is not contingent on whether trustees are chosen by election and/or appointment. Political influences will exist in either case.

My unique experience in various roles across public education, including district superintendent will lend an educational perspective to the Board. It will help define both the cooperative and separate roles played between the Board and superintendent. An understanding of best practices in education, will enable me to share what works and what does not.

10. Research suggests that more than 50% of a board meeting should be focused on student outcomes. How would you ensure the board allocates this amount of time to student outcomes?

The Board has lost its focus on the best interest of students. Unprofessional behavior and interactions have prevented productive decisions. One role will be keeping the Board focused on increasing positive student outcomes and avoiding petty discussions.

11. How can the CCSD Board of Trustees better engage in learning together? If elected to the Board, what steps will you take to ensure this happens?

We need time together to informally discuss our roles and that of the superintendent such as a Board retreat. It would provide an atmosphere of collegiality where we could work together and set meaningful and measurable performance goals. Collegial interactions are essential to productive discussion and actions.

12. If elected to the Board, how would you approach challenging conversations and/or criticisms that might arise from fellow Board members, stakeholders, and the broader community?

Challenging conversations and/or criticisms must be approached with professionalism and tact. Opinions supported by evidence or best available research. Personal interactions should be tempered by respectful behavior and civil discussions.

13. What key indicators would you use to assess the performance of CCSD's Superintendent? How would you hold the Superintendent accountable?

Performance standards and goals must first be created by the Board of Trustees in cooperation with the superintendent. The goals should be measurable and attainable.

Metrics for student attendance, grades, behavior and graduation rates are easily attainable. The overall standard is improving student outcomes.

If the goal is to provide a qualified teacher in every classroom, then the number of teacher vacancies must be reduced.

If measurable student outcomes are not improved or the number of teacher vacancies not reduced and/or eliminated, then the contract of the superintendent should not be renewed.

14. How would you address the increased gap in test scores faced by students of color and students from low-income circumstances caused by the pandemic?

Students (when measured as a group) from low-income families suffer a greater learning loss after summer break or other extended periods lacking direct classroom instruction. There are greater percentages of students of color from low-income households.

Over a relatively short period of time, with adjusted instructional practices learning losses will be restored. There is no instant fix but these losses are not permanent.

Test score gaps are primarily due to differences in family income. These gaps have been persistent over time. The pandemic did not cause test score gaps. It may have temporarily exacerbated them.

Curriculum and instructional differences have little effect over test score outcomes. By design, standardized tests will continue to produce lower scores for students from low income families. There has been a failure to properly address differences in academic achievement for decades.

15. What steps should the CCSD Board of Trustees take to address the current teacher shortage? If elected to the Board, how will you help lead this approach?

The student population in CCSD has steadily decreased over the past four years.

This has created an inverse relationship between the number of students and the number of teachers needed to appropriately fill classrooms. In other words, we should need less teachers but the teacher shortage has increased. This has caused larger class sizes and a lack of qualified, effective teachers in classrooms across the district, particularly in schools with larger populations of students from low-income students.

These negative flows must be reversed. This must be a defined performance goal for the district. Trustees must provide accountability over meeting specified benchmarks.

CCSD needs a more competitive and creative teacher recruiting process. We also must do a much better job of retaining our quality educators.