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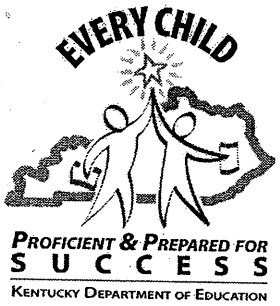
KENTUCKY DEPARTMENT OF EDUCATION



KENTUCKY BOARD OF EDUCATION

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Commissioner of Education

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October 9, 2012

Dr. Terry Holliday, Commissioner
Kentucky Department of Education
1st Floor, Capital Plaza Tower
500 Mero Street
Frankfort, KY 40601

Dear Terry:

Pursuant to the statutory mandate, the Kentucky Board of Education (KBE) has completed your annual evaluation. This evaluation was verbally shared with you on August 9, 2012, at the regular KBE meeting in Frankfort. This letter will serve as the written record of our discussion.

The membership of the board unanimously agrees that your performance during 2011-12 continues to be outstanding. As expressed by Chair David Karem, "We give you a solid 'A' for the progress you have made over the last year and are very pleased with your commitment to a new contract to lead educational improvement in Kentucky as its commissioner."

Your accomplishments over this past year have been numerous, and we especially commend you for:

- Securing the ESEA waiver from the United States Department of Education;
- Implementing the Unbridled Learning strategic plan that is amazingly coherent and has resulted in clear expectations for everyone;
- Making significant progress on the design and development of the Teacher and Principal Effectiveness System;
- Being nationally involved and visible in key education initiatives/task forces/national boards, bringing the knowledge gained at the national level back to the state for application, and bringing recognition to Kentucky for the improvement efforts that are in process;
- Pursuing the establishment of a 501 3(c) funding mechanism to support educational innovations;
- Establishing the Continuous Instructional Improvement Technology System (CIITS) as a one-stop shop for educators to access data as well as seek professional development;

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- Continuing to strengthen the cooperative relationship that has been established with the Education Professional Standards Board (EPSB) and the Council on Postsecondary Education (CPE);
- Being persistent in moving career and technical education to the Kentucky Department of Education (KDE) to enhance the achievement of college and career readiness;
- Developing a comprehensive and thorough self-evaluation report that can serve as a model for local superintendents;
- Forming the Guiding Coalition group from the major education constituent groups to serve as an advisory group and sounding board as the Unbridled Learning system is implemented;
- Having the courage, discipline and focus to implement the planning method of deliverology that will provide metrics for measuring the progress of Kentucky's system and drive improvement, and offer a coordinated, aligned planning model for both the state and local districts to follow; and
- Regularly communicating consistent, key messages and information vital to implementing Unbridled Learning through a myriad of channels and to a wide variety of audiences, more so than any previous commissioner.

As with last year, the board believes you are the right person at the right time to move Kentucky forward with educational improvement. You have put the state in the national spotlight and your focus is always on improving student learning. Your ability as an instructor shines through in your presentations before groups and you continue to demonstrate that you are a master teacher.

While there are many positives that we have just emphasized, some areas for growth also exist. We ask that you address the following in your professional growth plan for next year:

- The board commends you for completing visits to 142 districts and sees as reasonable the request to extend the time for completing the remaining visits until January as part of next year's personal goals.
- We recognize that strengthening and maintaining relationships with stakeholders is an ongoing process, and we have seen progress in this area. However, because relationship building is so important to the success of our shared goals in education, we ask that you keep the following in mind as you work with stakeholders:
    - Conduct face-to-face meetings with Interim Joint Education Committee members either individually or in groups for information sharing and active listening to develop mutual respect;

- Devote an increased focus on improving the quality of relationship building with superintendents and key education groups through more face-to-face meetings where time is spent in carefully listening to our partners and having dialogue in an atmosphere of mutual respect;
- Dedicate an increased focus on making sure KDE employees feel their ideas are being heard and valued within an atmosphere where open dialogue can occur;
- Meet with editorial boards across the state; and
- Follow-up on the Gates Foundation communications survey in the areas that showed attention was needed, including the communication between offices within KDE to diminish the tendency to operate in silos.

- While the board clearly understands the delay in the release of test scores for this year due to rolling out a completely new, comprehensive system, the expectation for next year is for these results to be back in time to assist educators as school starts.
- Attention needs to be given to increasing the usage of the Persistence to Graduation Tool and CIITS by superintendents, principals and teachers.
- Although the board is pleased that the ratings on the customer satisfaction survey items (response received within 24 hours, response addressed customer's need, response was accurate and response was delivered in a professional manner) were at or exceeded the goal that was set, the board requests that the commissioner continue to work on improving these elements of customer satisfaction.

In looking at next year, we asked you to come back to us at the October 9 board meeting with well-defined performance goals and measures for 2012-13.

We thank you for your tremendous leadership over the past year and appreciate your ongoing push to ensure our students are college and career ready. The board looks forward to another terrific year of collaborating with and supporting you in pursuit of the goals of the Unbridled Learning system.

Sincerely,

Kentucky Board of Education members

David Karem, Chair

Roger L. Marcum, Vice Chair

Leo Calderon

Brigitte Blom Ramsey

Judy Gibbons

William Twyman

Jonathan Parrent

Mary Gwen Wheeler

Nawanna Privett