

Accelerating Superintendent Ebert's Vision

During the first 100 days, a new leader has the opportunity to establish clear expectations and chart a course for future success. In the Clark County School District, this period is particularly vital as it builds upon significant strides in supporting and increasing student achievement. Capitalizing on progress will require short-term efforts in the first 100 days that renews our commitment to our team and our community and lays the foundation for our shared long-term efforts ahead.

This document outlines the actions already taken and those yet to be implemented within Superintendent Ebert's first 100 days, allows for the development of the academic focus for the 2025–2026 school year, and provides the groundwork for long-term vision becoming a *Destination District*. By setting clear expectations, building upon strengths, and fostering renewed commitment, while also addressing immediate challenges, we will lay the foundation for a successful 2025–2026 school year and prepare for community-driven long-term strategic planning for the years ahead.

First 100 Days	2025–2026 School Year	2026-2027 and Beyond
Laying the Foundation with our team and our community ◆ Re-Energizing the Passion ◆ Strengthening Communication ◆ Engaging in Partnerships ◆ Rebuilding Trust	Maintaining a Strong Academic Focus ◆ Pre-Kindergarten ◆ Early Literacy ◆ Middle School Mathematics ◆ Workforce and College Readiness Staying the Course ◆ Commitment to High-Quality Tier I instruction ◆ The Science of Reading ◆ Monitoring, quick interventions, maintained support ◆ Teaching and Learning Cycle Launching Community-Driven Long-Term Strategic Planning	Implementing a multiple-year strategic plan ◆ Pursuing Community-Driven Board Imperatives ◆ Implementing high-impact strategies to enable student achievement ◆ Monitoring and reporting progress transparently ◆ Embracing the Portrait of a Nevada Learner

First 100 Days

This blueprint for accelerated progress provides for each of the four objectives detailed below concrete progress indicators, early wins, and impactful short-term actions to be carried out under Superintendent Ebert's leadership by September 2025.

Re-energizing the Passion	<i>Re-energizing the Passion</i> means cultivating an environment of connection, empowerment, pride, and trust, where innovation and collaboration are valued and fostered. It is about reigniting our collective purpose, enhancing engagement, and recognizing the contributions, efforts, and success of all stakeholders.
Strengthening Communication	<i>Strengthening Communication</i> means consistently engaging in proactive communication and exceptional customer service, where families and staff consistently receive timely, relevant information before they need to ask, creating a culture of trust and support. When communication and service are strong, stakeholders feel valued and motivated to support student learning and achievement.
Engaging in Partnerships	<i>Engaging in Partnerships</i> means establishing transformative partnerships that spark bold innovation and advance district priorities while fostering meaningful, trustworthy, and enduring connections with our community. By putting intentional structures in place, including clear pathways for partners to engage and streamlined processes for schools to request support, we will strengthen collaboration, co-create future-ready learning experiences, reimagine schools as hubs of possibility, and position CCSD as a Destination District where every learner thrives.
Rebuilding Trust	<i>Rebuilding Trust</i> means cultivating an environment of transparent communication and genuine collaboration, where all voices are actively sought, valued, and utilized in decision-making. It's about establishing clear expectations and fostering a safe, non-judgmental space for open dialogue. We envision a culture where individuals feel empowered and trusted in their professional judgment, supported by leadership, and connected through effective systems, ensuring a truly shared vision for collective success.

Re-Energize the Passion

Fostering connection, empowerment, pride, and trust by valuing innovation, collaboration, purpose, and recognition

Progress Indicators

Indicators of successful progress within the first 100 days.

- ◆ Employees will understand the expectations for the 2025–2026 school year related to academic focus and staying the course on impactful efforts.
- ◆ Employees' efforts and successes will be recognized regularly by multiple means.
- ◆ Employees in multiple employee groups will have access to purposeful, structured opportunities for professional collaboration.
- ◆ Employees will have the opportunity and means to share their level of connection and passion with their work and the District.
- ◆ The Superintendent and Deputy Superintendents will collaboratively engage with schools and a broad representation of stakeholder groups.

Early Wins

Accomplishments already completed within the first 50 days

- **Recognized employees with 40+ years of service.** Staff members with 40+ years of service were recognized with a plaque and brunch with Superintendent Ebert and District leaders.
- **Enhanced Leadership Presence to Honor Students at Graduations.** Trustees, Superintendent Ebert, and District leaders attended graduation ceremonies, and participation was expanded to include Directors and Coordinators from across the District.
- **Expanded CCSD Extended Leadership Team Collaboration.** The Extended Leadership Team was invited to participate in the June 2025 Nevada Association of School Superintendents (NASS) Superintendent's Academy.
- **Convened Talent Team.** The Talent Triage Team was established and convened to provide recommendations on cultivating an environment of connection, empowerment, pride, and trust, where innovation and collaboration are valued and fostered.
- **Increased Clarity, Communication, and Engagement.** Superintendent Ebert has met with staff, students, and families. Additionally, the community has received increased messaging from Superintendent Ebert, and stakeholders have been informing the facility master plan.
- **PBLWorks Pilot School Project Increased for 2025–2026.** Project-Based Learning (PBL) ensures that all students achieve key content standards and skills, as well as develop lifelong success skills like critical thinking, communication, and collaboration. Ten additional schools will join the PBLWorks Pilot School Project during the 2025–2026 school year.
- **Confirmed commitment to Tier I Expectations.** School leaders were provided with guidance confirming continued Districtwide expectations for Tier I instruction and adhering to pacing guides and standards.
- **Enhanced communication regarding school choice.** Updated the COSA process to *Open Enrollment* for the 2026-2027 school year, simplifying communication for parents and increasing access to choice education opportunities.
- **Provided summer professional learning to educators at all levels,** including 245 summer professional learning sessions for elementary school educators, 182 summer professional learning sessions for middle school educators, and 143 summer professional learning sessions for high school educators.

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- **Responded to student and parent summer school needs.** Extended Nevada Learning Academy summer school registration, resulting in 1,377 additional course registrations.
- **Updated Senior Academic Load Exemption process** to maintain accountability for seniors with a reduced load while reducing paperwork and administrative processing for school staff.
- **Updated course progressions for grades 6-12 mathematics**, creating defined pathways and options for students, setting the stage for implementation in the 2026-2027 school year.
- **Realigned region school supervision**, aligning leaders with elementary and secondary experience and expertise to provide greater support to school administrative teams.
- **Increased access for candidates to initial administrative and principal positions** by extending the administrative eligibility pools (e.g., aspiring school administrator and aspiring school principal) from three years to five years.
- **Developed a proposal to accommodate rural schools and prison schools operating on a 4-day week** by cross-functionally identifying a mechanism to facilitate staffing requirements while increasing instructional time for students.
- **Enabled a competency-based learning pilot and rolling course completions** via cross functionally identifying a methodology within District Systems.
- **Implemented a Campaign to Recruit Recent Graduates to Work at CCSD.** The campaign attracted recent graduates to support professional roles, generating strong interest. Ongoing targeted outreach will continue throughout the summer to connect graduates with career opportunities across the District.
- **Invited WestEd to present data on the GRAD Score**, which showed statistically significant impact of interventions on 1-star schools in recent years and validated the efforts of Teaching and Learning efforts.
- **Provided professional learning for Specialized Programs Teacher Assistants (SPTAs)**, required professional learning onboarding for all SPTAs that is grounded in research and best practices regarding: behavior interventions, data collection, prompt hierarchy, crisis aversion and de-escalation strategies and personal care and health needs of students.
- **Adopted advanced AI tools with enterprise-grade security & privacy for educational and administrative purposes, and released for all CCSD Administrators**, demonstrating foresight and a commitment to modernizing district operations while protecting data privacy.

100-Day Actions

*Actions
necessary to
ensure progress*

- **By August 5, 2025, establish and publish a clear vision with key initiatives for the 2025–2026 school year.**
 - Develop a vision for the 2025–2026 school year that will provide clarity to all stakeholders for the school year.
 - In July 2025, present the vision to District leadership.
 - In August 2025, present the vision to all administrators at the 2025–2026 Back-to-School Kickoff.
 - In August 2025, present the vision to the community and other stakeholders via Community town halls or other opportunities.
- **By September 4, 2025, school staff and community volunteers will conduct coordinated home visits to support students who were chronically absent in the previous year, providing resources, assessing well-being, and fostering renewed engagement to improve attendance and promote on-time graduation.**

- **Before the opening of the 2025–2026 school year, implement a recognition program for employees who exhibit exemplary attendance.**
 - Establish criteria for determining “exemplary attendance.”
 - Identify eligible employees for the 2024–2025 school year.
 - Design, create, and deliver exemplary attendance recognition certificates.
- **Ensure the introduction of expectations for the 2025–2026 school year and broad and deep success recognition are included in the 2025–2026 back-to-school kickoff celebrations.**
 - Finalize academic expectations for the 2025–2026 school year.
 - Identify points of pride to include recognition of tactics, efforts, and results from a wide variety of schools.
 - Develop and deliver aligned content for kickoff celebrations that includes academic expectations and points of pride and also integrates the Portrait of a Nevada Learner.
- **By the end of August 2025, plan, coordinate, and announce structured connection and collaboration opportunities for multiple employee groups.**
 - Determine employee groups, which must include at least principals, teachers, other licensed personnel, school-based support professionals, and central office personnel.
 - With working groups inclusive of representatives of those groups, develop protocols and/or guidance for the facilitation of collaboration activities.
 - Support the scheduling, facility reservation, advertising, registration, and provision of meeting supplies for each opportunity.
- **By the opening of school, connect CCSD social media accounts to all main school accounts and develop a model that ensures engagement with and promotion of all main school accounts throughout the year.**
 - Collect main school social media accounts and follow all CCSD schools on social media.
 - Establish a mechanism to ensure positive stories from all school social media accounts are represented in CCSD social media interactions throughout the school year.
- **By the end of August, develop and distribute a staff “temperature check” survey to measure their level of connection and passion with their work and the District.**
 - Design survey items and select distribution methodology.
 - Establish a timeline for survey delivery, collection and analysis of data, and development responsive actions by District and school leadership.
- **Establish a permanent “Passion Team” to continue and expand the work to re-energize the passion beyond the Superintendent’s first 100 days.**
 - Determine and invite team members, to include representatives from multiple stakeholder groups and diverse work locations and experiences.
 - Establish a formal group charter and participation commitment.

Strengthen Communication

Proactive, timely, and relevant communication building trust, valuing stakeholders, and motivating support for student learning.

Progress Indicators

Indicators of successful progress within the first 100 days.

- ◆ Employees will have access to professional learning on the District's expectations for communication protocols, response times, and standardized feedback processes.
- ◆ District leaders will be able to articulate strengths and areas for improvement related to internal and external communication in order to meet the needs of multiple stakeholders.

Early Wins

Accomplishments already completed within the first 50 days

- **Established and filled Impactful Leadership Positions.** Prioritizing the placement of leaders, including the Deputy Superintendents, Chief Financial Officer, Chief Community Engagement Officer, and new Region Superintendents, enables an analysis of the current state of affairs and reorganization/alignment of divisions and departments.
- **Convened Customer Service Team.** The Customer Service Triage Team was established and convened to provide recommendations on proactive communication and exceptional customer service, enabling stakeholders to feel valued and motivated to support student achievement.
- **Involved the Community on Facility Master Plan Community Feedback.** CCSD is actively seeking community feedback on its Facility Master Plan, which guides how school facilities are used. This indicates a commitment to involving the community in district planning.
- **Regularly briefed on the Legislative Session.** CCSD Government Relations shared weekly emails detailing highlights from the legislative session and potential impacts on CCSD. Engaged with legislators to support District priorities.
- **Implemented customer service surveys within the Human Resources Unit.** The surveys evaluate key service indicators and a structured review and follow-up protocol was implemented to support accountability and drive continuous improvement in service delivery.
- **Strengthened relationships with employee bargaining groups.** The Superintendent initiated early meetings with representatives of employee bargaining groups, opening communication pathways and partnerships.

100-Day Actions

Actions necessary to ensure progress

- **Before the opening of the 2025–2026 school year, finalize the comprehensive districtwide customer service plan.**
 - Finalize the customer service plan and implementation timeline.
 - Submit the plan through the Districtwide Decision Making and Process Improvement process for cross-functional workshoping and review.
- **By September 4, 2025, design and initiate a comprehensive professional learning program on the finalized districtwide customer service plan's expectations, communication protocols, response times, and standardized feedback processes.**
 - Define outcomes and design an aligned professional learning program including learning objectives, module content, and optimal delivery methods.
 - Develop and deliver module(s) that consider diverse employee roles and expectations.

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- **By September 4, 2025, complete an analysis of the strengths, weaknesses, opportunities, and threats of and surrounding the District's communications, government relations, and marketing functions.**
 - Develop methodology and tools to analyze current communication practices, identify target audiences, and evaluate the effectiveness of existing channels and messages.
 - Initiate data collection.
 - **By September 4, 2025, initiate an analysis of the onboarding process for all employee groups and prepare a recommendation for improvement.**
 - **Establish a permanent "Customer Service and Communication Team" to continue and expand the work to re-energize the passion beyond the Superintendent's first 100 days.**
 - Determine and invite team members, to include representatives from multiple stakeholder groups and diverse work locations and experiences.
 - Establish a formal group charter and participation commitment.
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Engage in Partnerships

Establishing transformative partnerships for innovation, advancing district priorities, fostering connections, and reimagining schools as hubs of possibility.

Progress Indicators

Indicators of successful progress within the first 100 days.

- ◆ Volunteers, philanthropists, and partners will have a clear path for engagement with the District and Schools.
- ◆ District leaders will have the means to ensure that partnerships encourage innovation and advance District priorities while fostering meaningful connections with our community.
- ◆ All partners will be recognized and celebrated to signal the beginning of a broader CCSD partnership network.

Early Wins

Accomplishments already completed within the first 50 days

- **Increased visibility within the community.** Superintendent Ebert has been visiting schools and engaging with staff and students, emphasizing the importance of collaboration between families, educators, the Board of School Trustees, and community partners in supporting students. Superintendent Ebert outlined courses of action at the Pre-K–12 Principal Meetings in May and has been a frequent face in direct communication with staff and the public.
- **Convened Innovation Team.** The Innovation Triage Team was established and convened to provide recommendations on partnership strategy, alignment with district priorities, and methods for restoring community trust.
- **Support from Local Foundations and Donors.** The District has received contributions and programmatic support from local philanthropic partners, including donations of supplies, books, and funding for student-centered events and enrichment programs.
- **Re-energized partnership with the City of Henderson and Region 3,** participating in City agenda review briefings to allow for increased communication and dialogue.
- **Engaged with the City of Las Vegas and the City of North Las Vegas to support elementary and middle school participation in Junior Achievement's JA Biztown.**
- **Partnered with the Las Vegas Raiders to expand and elevate middle school flag football across Southern Nevada by integrating CCSD into the Silver and Black Flag Football League,** providing equipment, apparel, gameday recognition, and free educational opportunities, all at no cost to the district or families, in an effort to grow the sport and improve student outcomes.
- **Engaged with the Southern Nevada Health District** to participate in a simulated drill exercise to prepare for a joint response to a potential measles case.
- **Partnered with legislators, employee bargaining groups, community leaders, and advocates to ensure positive outcomes from the 2025 legislative session.** As a result, a significant body of legislation that will positively impact students was implemented, and a significant body of potential legislation that would have negatively impacted students was prevented.
- **All media outlets have access.** The Superintendent has conducted interviews with all of the local media outlets and continues to be available for requests.

SUPERINTENDENT'S FIRST 100 DAYS

100-Day Actions

*Actions
necessary to
ensure progress*

- **By September 4, 2025, Create and distribute school and partner protocols** that provide clear guidance on how schools request support, how philanthropists and partners initiate and engage with the District and schools, and how partnerships are monitored, supported, and off-boarded.
- **By September 4, 2025, Create and distribute volunteer protocols** that provide clear guidance on how schools request support and how volunteers engage with the District and schools.
- **By September 4, 2025, design and implement a tiered partner recognition system** that identifies sponsorship categories, and create branded assets (e.g., decals, plaques, digital badges) for display by partners.
- **By September 4, 2025, Implement a Partnership Marketing Plan** that includes a website, branded materials, social media messaging, and multilingual outreach content to promote the initiative and increase awareness and understanding of the school and partner protocols and partner recognition systems.
- **By September 4, 2025, implement the School Community Partnership Advisory Board** to strategically foster, manage, and leverage collaborative relationships with external organizations, businesses, non-profits, government agencies, and families.
- **By September 4, 2025, draft, design, and circulate the first edition of a quarterly partnership newsletter** highlighting active partners and their impact in schools and at districtwide events.
- **By September 4, 2025, finalize new website design and layout for soft launch in Fall 2025.**
- **By September 4, 2025, plan and initiate multiple opportunities for elevating student voice, such as implementation of a student podcast and increased collaboration with the Superintendent's Student Advisory Committee.**

Rebuild Trust

Cultivating transparent communication and genuine collaboration where all voices are valued, leading to clear expectations, empowerment, and a shared vision.

Progress Indicators

Indicators of successful progress within the first 100 days.

- ◆ Employees and the public will have access to a detailed list of all district-level committees (excluding Board committees) that clearly outlines each committee's purpose, method for feedback to the members, and decision-making processes, and also the chair, committee sponsor, or contact person.
- ◆ School leaders will regularly engage with peers within their region to build relationships, foster ongoing peer support, and engage in shared problem-solving.
- ◆ Employees will have access to a comprehensive, easily accessible district directory and will be able to easily reach key personnel within relevant departments for specific concerns.

Early Wins

Accomplishments already completed within the first 50 days

- **Visibility in the Community and Events.** Superintendent Ebert and District leadership have been very present in the community since her appointment. From inclusion of broader district leadership at state conferences to expanding representation at high school graduations and participating in a variety of community events and activities, this visibility in the community and in schools builds trust with all stakeholders.
- **Responsiveness to Staff Concerns.** Employees have reported appreciation for a variety of experiences related to responsiveness, such as receiving phone calls from Superintendent Ebert in response to emails, immediate provision of access to requested tools, and observed a Deputy Superintendent's willingness to extend meeting times in order to respond to questions.
- **Convened Accountability Team.** The Accountability Triage Team was established and convened to provide recommendations on cultivating an environment of transparent communication and genuine collaboration, where all voices are actively sought, valued, and utilized in decision-making.
- **Implemented recommendations of the Superintendent's Student Advisory Committee.** Established a Student Support Working Group of high school students to improve mental health service accessibility through feedback, and required all schools to show a standardized safety video at every grade level.
- **Openly, candidly, and constructively collaborated with Nevada Legislative Counsel Bureau Auditors** to facilitate the audit requirements of Assembly Bill 517 (2023 Legislative Session), codified in Nevada Revised Statutes (NRS) 218G.600.

100-Day Actions

Actions necessary to ensure progress

- **By August 1, 2025, develop and distribute a District-level committee resource** that lists committees, describes the committee's purpose and decision making processes, and also provides a method for employees to provide ideas and suggestions to the committee chair, sponsor, or contact person.
 - Establish a cross-functional committee to design and develop the resources and protocols/systems to ensure information is dynamic and updated regularly.
 - Submit the resource through the Districtwide Decision Making and Process Improvement process for cross-functional workshoping and review.

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- **By August 1, 2025, create and initiate a framework for a differentiated collaborative platform for building leaders.**
 - Develop a framework that allows building leaders to engage in dialogue to create networks of support based on the needs of their individual site goals, includes a calendar of dates for the entire school year with topics, and requires agendas with notes after each meeting to be sent to administrators.
 - Communicate with principals the Region Collaborative meeting schedule.
 - Hold the first collaborative meetings.
 - **By August 1, 2025, create a refined districtwide directory** that outlines all of the employees within departments who may be contacted for various school-level questions or concerns. The directory should be detailed with staff names and WANs (internal direct phone number) for specific departments.
 - Generate and distribute a survey to building leaders to determine requirements.
 - Establish a cross-functional committee to design and develop the directory and protocols/systems to ensure information is dynamic and updated regularly.
 - Submit the directory through the Districtwide Decision Making and Process Improvement process for cross-functional workshopping and review.
 - Publish the Directory to staff.
 - **By September 4, 2025, finalize the schedule for community-driven long-term strategic planning to take place during the 2025–2026 school year.**
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Next Steps & Oversight

Action

This comprehensive set of actions is under way. Individual action steps are being assigned to leaders throughout the District. Teams across Units are integrating these short-term actions into existing work.

Progress Monitoring

Ongoing oversight and progress monitoring will be critical. District leadership has integrated the action steps into existing progress monitoring structures. These structures track the progress of the actions against timelines and ensure alignment with the progress indicators for each objective. Regular updates will be provided to the Extended Leadership Team to maintain momentum and ensure accountability.

Reporting

Progress at the end of Superintendent Ebert's First 100 Days will be reported to the Board of School Trustees at the September 3, 2025, work session.

Beyond the First 100 Days

As we look forward into the 2025–2026 school year and the years beyond, we will embark on a critical phase that will drive the strategic vision of the District. It is imperative that our relationships within the District and across our community are strong and open, so we are better positioned to build that vision together. Our shared promise is for a future built on excellence, trust, and unwavering support for our learners and our entire community.

By embracing these short term objectives, working collaboratively, and holding ourselves accountable, we will not only navigate this pivotal period of transition effectively but will also accelerate our journey toward becoming the *Destination District* where every employee and every student truly thrives.

