

**Revised Proposal:** The Advisory Committee to Develop a Plan to Reorganize the Clark County School District was directed in section 27 of Assembly Bill No. 394 (2015) to:

(a) Contract with a qualified consultant to perform a study and assist the advisory committee with:

(1) Developing the plan [to reorganize the Clark County School District into local school precincts not later than the 2018-2019 school year]; and

(2) Studying the distribution of federal, state and local funds and the impact of local school precincts on public school financing.

This proposal requests approval to allocate \$150,000 to hire a consultant as required by A.B. 394, and to provide for additional research and support as may be necessary.

**Consultant:** Mr. Michael Strembitsky proposes to act as the consultant to the Advisory Committee to Develop a Plan to Reorganize the Clark County School District. During the last hearing of the Advisory Committee, Mr. Strembitsky presented information regarding his experience in reorganizing the Edmonton Public Schools in the Alberta Province of Canada. As consultant to the Advisory Committee, Mr. Strembitsky would assist in the development of a plan to reorganize the Clark County School District in a manner which similarly devolves much of the decision-making from the central administration to the individual schools. The plan will establish principles of organization to address the structural and cultural changes necessary to effectuate this radically different management design.

**Qualifications of Michael Strembitsky:** Mr. Strembitsky served as the Superintendent of Schools for 22 years for Edmonton Public Schools. During his tenure in Edmonton, Mr. Strembitsky changed the organization of the schools so that resources were allocated directly to schools and decisions regarding the use of the resources remained with the schools. The role of the central administration was dramatically restructured from a regulatory to a service orientation. Edmonton has received international acclaim for its successful model which has been one of the most studied and emulated in North America. In addition, Mr. Strembitsky has extensive experience consulting with school districts and governmental entities concerning the restructuring and installation of management frameworks. Mr. Strembitsky assisted in establishing educational reform in Hawaii and helped develop legislation enacted by the Hawaii Legislature entitled “An Act to Reinvent Education.” Mr. Strembitsky has consulted with the State of California and has also previously consulted with Clark County School District and Washoe County School District in Nevada with a concentration on the development of empowerment schools. Mr. Strembitsky has also served as a consultant to the governments of Australia, New Zealand, Hong Kong, Israel, England and has served as a consultant to the Department of Defense Schools in Washington D.C., Germany, Panama and Japan. A full biography is attached.

**Approach:** Mr. Strembitsky intends to work in consultation with the Clark County School District. Although the plan developed will be independent of the school district, he will obtain relevant information from the school district and ensure a thorough understanding by the school district of the recommendations and the steps necessary to carry out the recommendations that are adopted by the Advisory Committee.

**Goals:** The goal of Mr. Strembitsky will be to develop a plan to reorganize the management structure of the Clark County School District. In the year of the rollout in the school district, all schools within the school district will become empowerment schools. The new management structure will ensure greater accountability by schools, will provide for greater autonomy in decision-making by schools, will provide more transparency, will provide greater communication with stakeholders including parents, staff, students and the community, and will provide greater equity throughout the school district.

**Phases of the Project:** Initially, Mr. Strembitsky will develop a work plan to be approved by the Advisory Committee which outlines the various tasks required to be undertaken and establish stages of implementation. Mr. Strembitsky will work directly with the Clark County School District to assist the district in implementation and report to the Advisory Committee concerning implementation. Mr. Strembitsky will consider and report to the Advisory Committee concerning the manner in which to define “precint” as anticipated by A.B. 394 and will review the distribution of funding to schools in the district. Mr. Strembitsky will also work with staff of the Legislative Counsel Bureau who will provide administrative assistance and research as needed and to develop regulations to present to the Advisory Committee. The intent of the regulations will be to codify and implement the plan.

**Timing of the Project:** Mr. Strembitsky will begin immediately upon approval of the funding by the Interim Finance Committee to begin work on the project. Mr. Strembitsky will report back to the Advisory Committee concerning findings and recommendations. The goal will be to develop regulations by September. Section 28 of A.B. 394 requires the Board of County Commissioners of Clark County to conduct at least six public meetings once a plan is developed. Mr. Strembitsky will assist in the presentation of the plan at those meetings.

## **MICHAEL STREMBITSKY**

Mike Strembitsky served Edmonton Public Schools for 38 years, with the last 22 of those years as Superintendent of Schools. Edmonton Public Schools today is a district with 210 schools, 90,000 students, and a staff of 8,000.

Mr. Strembitsky initiated “school site decision-making” in seven schools in 1976. Based on the successful experience of those schools, he spearheaded the district’s restructuring of its highly centralized mode of operation to a school site model. This required a total change in administrative structures and practices and the development and installation of entirely new support systems as well as a change in strategy to discard the obsolete and redundant previous operation. This restructuring resulted in Edmonton becoming a lighthouse in public education, allocating the resources to all schools, the authority to plan and deploy the resources and be held accountable for results.

Forty years later, Edmonton continues to operate under this organizational model with a high level of support from staff and the community. The district received international acclaim from Times Magazine (U.S. edition) which labelled Edmonton the most emulated and visited school district in North America.

In 1994, Mr. Strembitsky was recruited by the National Center on Education and the Economy (Washington, D.C.) as Director of High Performance Management, assisting schools, districts and state departments of education across the United States in restructuring and installing management frameworks that address in a very concrete way such abstractions as democratization, governance, subsidiary and accountability.

In 1998, Mr. Strembitsky and a colleague worked for a year to implement similar concepts in the Pasadena School District in California. This was followed by several years of consulting to school districts across the United States.

In 2003, Mr. Strembitsky worked in Hawaii assisting in educational reform efforts. During a seven month period, he worked extensively with legislators, community groups, administrators, teachers and the media in promoting the basic concepts of transparency, greater involvement of schools in decisions to promote higher student achievement and accountability of the schools for student results. The Hawaii Legislature passed Bill 51, “An Act to Reinvent Education.”

In 2004, Mr. Strembitsky joined the Office of the Secretary for Education State of California, as Policy Advisor to the then Secretary Richard Riordan. This year long assignment culminated in legislation that provided for restructuring the state-to-district and district-to-school relationships for up to 20 school districts representing 400,000 students for a five-year term. Based on the five year experience, a determination would be made as to a state-wide rollout.

Prior to retirement, Mr. Strembitsky served as a consultant in Nevada with both Clark and Washoe County School Districts with concentration on work in Clark County “Empowerment Schools”.

Internationally, Mr. Strembitsky has consulted to the governments of Australia, New Zealand, Hong Kong, Israel, England and has served as a consultant to the Department of Defense Schools in Washington, DC, Germany, Panama, and Japan.