

SUPERINTENDENT'S 2009-2010 EVALUATION **August 10, 2010**

The Superintendent's Evaluation for 2009-2010 took place in the Aldermanic Chamber of Melrose City Hall with the following members present: Margaret Driscoll, Kristin Thorp, Christine Casatelli, Carrie Kourkouvelis, J D LaRock, Mayor Dolan, and Donald Constantine. Superintendent Joe Casey was also in attendance.

Educational Programs and Personnel Subcommittee Chair Donald Constantine presented *Guidelines for Conducting the Superintendent's 2009-2010 Annual Performance Evaluation (Attachment #1)* noting changes to this year's process, and overview of core competencies and goals to be evaluated.

Ms. Casatelli moved, Ms. Thorp seconded to accept new procedures to conduct the Superintendent's annual performance evaluation.

Ms. Kourkouvelis commented that contrary to Legal Counsel's opinion that we refrain from using and submitting written notes when individually commenting on the Superintendent's performance, Ms. Kourkouvelis believes this action gives the perception that the Committee is circumventing the public records process and that, in general, members would most likely require written notes for reference in order to proceed with this serious exercise. Ms. Kourkouvelis stated that she will submit her written notes at the end of the meeting (*Attachment #2*). Mr. Constantine noted that Legal Counsel's comments were meant to ensure that we adhere to the privacy clause in the Superintendent's contract.

Mr. LaRock commented that it is his opinion that Mr. Constantine stated the legal issue clearly, and reiterated his support for the process outlined in Counsel's memorandum (*Attachment #3*), including Counsel's advice not to bring written notes.

With seven votes in the affirmative, the motion to accept new procedures to conduct the Superintendent's annual performance evaluation, passed unanimously.

Superintendent's Evaluation – Mr. Constantine reported that in compliance with the 2009 amendments to the Open Meeting Law, and in adherence to the Superintendent's employment contract, the Committee's Legal Counsel has recommended that we deliberate over the Superintendent's evaluation in a public meeting and each member submit commendations, recommendations and numerical ratings of Mr. Casey's performance. The

recording secretary will present a draft evaluation report for Committee review and approval in order to vote on a motion to approve the final evaluation document at our next meeting. The Committee will not convene in Executive Session. The Superintendent's Evaluation will be conducted with numerical and narrative comments noted.

Core Competencies to be evaluated and rated as 4-outstanding, 3-good, 2-average/neutral, 1-need improvement or 0-unnacceptable are: (A) Relationship with the School Committee; (B) Community and Public Relations; (C) Personnel Management; (D) Educational Leadership; (E) General Management; (F) Facilities and Furnishings Management; (G) Budget Management; and (H) Personal Qualities and Characteristics.

A. Relationship with the School Committee

Comments pertaining to Mr. Casey's "outstanding job performance" and cooperative relationship with the Committee included his professionalism, accessibility and responsiveness; he listens intently to varying positions and tries to find common ground; is thoroughly prepared for meetings and offers effective recommendations; is extremely accommodating in addressing member phone calls and questions and respects the role of the Committee; is welcoming and helpful to new members. Alternate comments included that the Superintendent not be inhibited by the Committee and instead offer his recommendations more strongly; occasionally needs to show more urgency in initiating a response or in addressing issues the Committee has agreed upon; a "climate of mutual respect and trust" is entirely lacking between the Superintendent and some members; lack of transparency; inconsistency in providing timely support materials; poor management of some principals regarding site councils; and disrespect of budget process.

Mr. Constantine canvassed Committee members and recorded individual ratings as follows: Ms. Thorp 3.5, Ms. Casatelli 3.0, Ms. Kourkoumelis 1.0, Ms. Driscoll 3.5, Mr. LaRock 3.0, Mayor Dolan 3.0 and Mr. Constantine 3.5.

B. Community and Public Relations

Committee members noted that Mr. Casey is a great spokesperson for the district, is consistently visible in the community, reaches out to all groups, and responds well to constant, differing issues. Mayor Dolan noted that Mr. Casey is the most active and involved Superintendent he has ever worked with. It was suggested that the Superintendent better utilize the district website and local print and electronic media to further his vision of

Melrose schools, prioritize and take a broader look at his commitments and possibly somewhat decrease his public presence, and needs improvement in delivering timely and direct public notification of district situations to foster trust.

Mr. Constantine canvassed Committee members and recorded individual ratings as follows: Ms. Thorp 3.0, Ms. Casatelli 3.0, Ms. Kourkoumelis 2.0, Ms. Driscoll 3.0, Mr. LaRock 2.5, Mayor Dolan 3.0 and Mr. Constantine 3.0

C. Personnel Management

Committee members commented that the Superintendent has hired and retained a skilled, cohesive team to improve Melrose schools, made progress within the SPED program and in the hiring of a new Math department head, and was acknowledged for his efforts in achieving a systemic wage freeze to address the recent budget crisis. Also noted was the need for re-evaluating and possibly taking action regarding certain weak links in the administrative team to deliver quality instruction, and need to address unresolved and disconcerting personnel issues at the Middle and High Schools.

Mr. Constantine canvassed Committee members and recorded individual ratings as follows: Ms. Thorp 3.2, Ms. Casatelli 2.0, Ms. Kourkoumelis 1.0, Ms. Driscoll 2.7, Mr. LaRock 2.0, Mayor Dolan 3.0 and Mr. Constantine 3.0.

D. Educational Leadership

Committee members positively commented on the efforts and involvement of the Superintendent and his leadership team regarding SPED, the ECC, after-school programs, new Middle School trimester program, and the bullying issue. It was suggested that short and long-term goals be formulated for each school, the Superintendent should be clear and vocal in presenting leadership team decisions, and evidence of a bigger pace of effort in order to achieve more would be desirable from the Superintendent and Principals. Additional concerns were need for serious evaluation and correction of low AP passage rates at MHS, dramatic drop in MHS students taking SAT's, re-evaluation of Guidance Department procedures to better ensure students fulfilling their potential, and serious review of failure of students in multiple schools to reach AYP.

Mr. Constantine canvassed Committee members and recorded individual ratings as follows: Ms. Thorp 2.5, Ms. Casatelli 2.5, Ms. Kourkoumelis 1.0, Ms. Driscoll 3.0, Mr. LaRock 1.5, Mayor Dolan 3.0 and Mr. Constantine 2.75

E. General Management

Committee members noted that the Superintendent stays on top of developments, has developed a good leadership team and knows how to delegate, and that the district is running well. Mayor Dolan noted that School and City operations have melded to ensure student safety and all-around general improvement. It was suggested that we take advantage of the Strategic Plan and move forward. Also noted was the consistent failure to provide and post in a timely fashion required public documents.

Mr. Constantine canvassed Committee members and recorded individual ratings as follows: Ms. Thorp 3.5, Ms. Casatelli 3.5, Ms. Kourkoumelis 2.0, Ms. Driscoll 3.5, Mr. LaRock 3.5, Mayor Dolan 3.0 and Mr. Constantine 3.5.

F. Facilities and Furnishings Management

Committee members commended the Superintendent for his efforts in being active in maintaining both old and new buildings and noted apparent accomplishments. Mr. Ciampi and his staff were also recognized for their hard work and commitment. The City was also acknowledged for its financial assistance in this regard. Also noted was need for an integrated technology plan, addressing disparity in library quality among schools, and funding library media materials when possible.

Mr. Constantine canvassed Committee members and recorded individual ratings as follows: Ms. Thorp 3.2, Ms. Casatelli 3.0, Ms. Kourkoumelis 2.5, Ms. Driscoll 3.0, Mr. LaRock 3.0, Mayor Dolan 2.5 and Mr. Constantine 3.0.

G. Budget Management

Committee members commended Mr. Casey and Mr. Zammuto for their foresight, scrutiny, flexibility and management of district funds to improve learning, especially in these economic times; knowledge of City budget functions and operations in tandem with district operations; and support of the wage freeze, full-day K tuition reduction, and the Race to the Top initiative. Also noted was need for greater clarity and transparency regarding the budget process; issues should be brought to the Committee before decisions are made; and concern regarding missed opportunity to possibly attain available federal monies.

Mr. Constantine canvassed Committee members and recorded individual ratings as follows: Ms. Thorp 3.3, Ms. Casatelli 3.0, Ms. Kourkoumelis 1.0, Ms. Driscoll 3.5, Mr. LaRock 2.0, Mayor Dolan 4.0 and Mr. Constantine 4.0.

H. Personal Qualities and Characteristics

Members commented on the Superintendent's high standards of ethics, integrity, and honesty. Also noted were his creativity, flexibility, and open communication with all groups. Mayor Dolan commented that Mr. Casey has successfully embraced the all-encompassing lifestyle that the job of Superintendent requires. To further these sentiments, Mr. Constantine noted that the Superintendent has allowed his evaluation to be made public. It was also repeated that a possible area for growth is the issue of urgency in addressing matters targeted by the Committee.

Mr. Constantine canvassed Committee members and recorded individual ratings as follows: Ms. Thorp 4.0, Ms. Casatelli 3.5, Ms. Kourkoumelis 2.0, Ms. Driscoll 3.5, Mr. LaRock 3.25, Mayor Dolan 3.5 and Mr. Constantine 4.0.

Core Competencies Conclusion

Core Competencies:

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|---------------------------------------|---|
| A. Relationship with School Committee | E. General Management |
| B. Community and Public Relations | F. Facilities & Furnishings Management |
| C. Personnel Management | G. Budget Management |
| D. Educational Leadership | H. Personal Qualities & Characteristics |

are rated using the following scale:

- | | |
|---|-------------------|
| 4 | Outstanding |
| 3 | Good |
| 2 | Average/Neutral |
| 1 | Needs Improvement |
| 0 | Unacceptable |

	A	B	C	D	E	F	G	H
Mr. Constantine	3.5	3.0	3.0	2.75	3.5	3.0	4.0	4.0
Ms. Thorp	3.5	3.0	3.2	2.5	3.5	3.2	3.3	4.0
Ms. Casatelli	3.0	3.0	2.0	2.5	3.5	3.0	3.0	3.5
Ms. Kourkoumelis	1.0	2.0	1.0	1.0	2.0	2.5	1.0	2.0
Ms. Driscoll	3.5	3.0	2.7	3.0	3.5	3.0	3.5	3.5
Mr. LaRock	3.0	2.5	2.0	1.5	3.5	3.0	2.0	3.25
Mayor Dolan	3.0	3.0	3.0	3.0	3.0	2.5	4.0	3.5
Average	2.93	2.79	2.41	2.32	3.21	2.89	2.97	3.39

Goals - Mr. Constantine stated that Goals are to be evaluated and rated under two categories of Completion: 4-fully completed, 3-substantially completed, 2-partially completed, 1-substantially incomplete and 0-not started; and Performance: 4-outstanding, 3-good, 2-average/neutral, 1-need improvement, and 0-not satisfactory, include (1) finalize the Strategic Plan with a focus on academic excellence and with the intent of making the Melrose Public Schools among the top districts in the state; (2) finalize a systematized communication plan to achieve information sharing in our community related to the achievement of academic excellence; (3) finalize a comprehensive plan designed to identify, recruit, hire, develop and retain high quality staff as they are key to academic excellence; (4) implement the K-8 Meeting the Needs of All Learners program, supporting academic excellence for each and every student; and (5) develop a plan to infuse the curriculum of the Melrose Public Schools with technology in support of academic excellence.

1. Finalize the Strategic Plan with a focus on academic excellence and with the intent of making the Melrose Public Schools among the top districts in the state.

It was expressed that overall the Strategic Plan process was poorly managed and the results unacceptable. Additional comments included that although the process was somewhat problematic, the Superintendent did ultimately address and improve areas identified by the Committee; the Superintendent did an excellent job overall; and that the Action Plan is a valid document with which to move forward.

Mr. Constantine canvassed Committee members and recorded individual ratings for Completion and Performance as follows: Ms. Thorp 3.5 + 3.5 - Ms. Casatelli 3 + 3 - Ms. Kourkoumelis 1 + 0 - Ms. Driscoll 4 + 3.5 - Mr. LaRock 2 + 2 - Mayor Dolan 3 + 3 - and Mr. Constantine 3 + 3.

2. Finalize a systematized communication plan to achieve information sharing in our community related to the achievement of academic excellence.

Members commented that in light of larger issues being addressed, this issue was not fully focused on; identifying effective modes of communication and determining a systemized plan for the future is the shared responsibility of the Superintendent and the Committee; and new, effective plan is necessary to correct inadequacies and persistent communication breakdown in the district.

Mr. Constantine canvassed Committee members and recorded individual ratings for Completion and Performance as follows: Ms. Thorp 2 + 2 - Ms. Casatelli 2 + 2 - Ms. Kourkoumelis 1 + 1 - Ms. Driscoll 2 + 1 - Mr. LaRock 2 + 2 - Mayor Dolan 2 + 2 - and Mr. Constantine 2 + 2.

3. Finalize a comprehensive plan designed to identify, recruit, hire, develop, and retain high quality staff as they are key to academic excellence.

Member comments included acknowledgement of the Superintendent's hard work this year on this plan; the Superintendent has publicly articulated the merits of the district and the city as a desirable place to live and work; we have a good core of teachers and morale seems to be high; the HR weblink which we built out is an effective tool and now is the time to move forward with that. It was also noted that recruitment and retention should be a basic job requirement of the Superintendent, not a separate item; ethics violations were alluded to; it is publicly know that some staff members are guilty of unprofessional conduct and are allowed to continue in this manner. Mr. Casey vehemently disagreed with the ethics violation allegation. Mayor Dolan noted that Melrose has just completed an ethics inquiry and he has not been advised that anyone in the City nor district is under investigation. Mr. Casey affirmed that as Superintendent he has not been informed of any ethics investigation, nor has any teacher informed him of same. At the Mayor's request, Mr. Casey will follow up and report back immediately on this issue. Ms. Kourkoumelis commented that she has been contacted by the State regarding this alleged investigation, and that it is true.

Mr. Constantine canvassed Committee members and recorded individual ratings for Completion and Performance as follows: Ms. Thorp 3 + 3 - Ms. Casatelli 3 + 2.5 - Ms. Kourkoumelis 2 + 1 - Ms. Driscoll 2.5 + 2.5 - Mr. LaRock 2 + 2 - Mayor Dolan 3 + 2.5 - and Mr. Constantine 3 + 3.

4. Implement the K-8 Meeting the Needs of All Learners program, supporting academic excellence for each and every student.

Member comments included acknowledgement of the leadership team's diligence in making substantial progress this year, and expectation of same going forward; Committee should continue to monitor this program, specifically 7th grade Math, and clarify the level of focus and targeting; expectation that status report will be submitted in September noting individual schools' progress. Alternate comments included teacher dissatisfaction with the program, inadequate communication, and that too many new, inconsistent and poorly implemented initiatives are counterproductive.

Mr. Constantine canvassed Committee members and recorded individual ratings for Completion and Performance as follows: Ms. Thorp 3 + 3 - Ms. Casatelli 3 + 3 - Ms. Kourkoumelis 2 + 1 - Ms. Driscoll 3 + 3 - Mr. LaRock 2.5 + 1.5 - Mayor Dolan 3 + 3 - and Mr. Constantine 3 + 3.

5. Develop a plan to infuse the curriculum of the Melrose Public Schools with technology in support of academic excellence.

Comments included no concrete action has been taken to advance a technology plan; there is a bottleneck in the Administration and IT chain; district is behind as current infrastructure not used to its fullest potential; no significant improvement is evident on elementary schools websites; and stronger leadership is needed to implement technology improvements at the High School. In addition, much praise was offered for the work of our sole Tech Director; lack of a Tech Specialist for the district is problematic; appropriate and innovative use and proliferation of SmartBoards is commendable; individual school leadership reflects how well technology is implemented; and there is a need for growth in this regard at the High School level.

Mr. Constantine canvassed Committee members and recorded individual ratings for Completion and Performance as follows: Ms. Thorp 2 + 3 - Ms. Casatelli 2 + 2 - Ms. Kourkoumelis 2 + 2 - Ms. Driscoll 2 + 2.5 - Mr. LaRock 2. + 3 - Mayor Dolan 2 + 2 - and Mr. Constantine 2 + 3.

Goals Conclusion

Goals:

- 1 Finalize the Strategic Plan with a focus on academic excellence and with the intent of making the Melrose Public Schools among the top districts in the state.
- 2 Finalize a systematize communication plan to achieve information sharing in our community related to the achievement of academic excellence.
- 3 Finalize a comprehensive plan designed to identify, recruit, hire, develop and retain high quality staff as they are key to academic excellence.
- 4 Implement the K-8 Meeting the Needs of All Learners program, supporting academic excellence for each and every student
- 5 Develop a plan to infuse the curriculum of the Melrose Public Schools with technology in support of academic excellence

are rated in two separate categories, one for completion and one for performance, using the following scale:

	Goal 1		Goal 2		Goal 3		Goal 4		Goal 5	
	<i>P</i>	<i>C</i>	<i>P</i>	<i>C</i>	<i>P</i>	<i>C</i>	<i>P</i>	<i>C</i>	<i>P</i>	<i>C</i>
Mr. Constantine	3.0	3.0	2.0	2.0	3.0	3.0	3.0	3.0	2.0	3.0
Ms. Thorp	3.5	3.5	2.0	2.0	3.0	3.0	3.0	3.0	2.0	3.0
Ms. Casatelli	3.0	3.0	2.0	2.0	3.0	2.5	3.0	3.0	2.0	2.0
Ms. Kourkoumelis	1.0	0.0	1.0	1.0	2.0	1.0	2.0	1.0	2.0	2.0
Ms. Driscoll	4.0	3.5	2.0	1.0	2.5	2.5	3.0	3.0	2.0	2.5
Mr. LaRock	2.0	2.0	2.0	2.0	2.0	2.0	2.5	1.5	2.0	3.0
Mayor Dolan	3.0	3.0	2.0	2.0	3.0	3.5	3.0	3.0	2.0	2.0
<i>Average</i>	2.8	2.6	1.9	1.7	2.6	2.5	2.8	2.5	2.0	2.5

+++++