

# Report of the Superintendent's Annual Performance Evaluation

From the

Melrose School Committee

For the

2007-2008 School Year

July 8, 2008

The evaluation of the Superintendent provides an opportunity for the School Committee and Superintendent to review, on a regular basis, the status of the school system and the roles and responsibilities of the School Committee and the Superintendent. It serves to inform the Superintendent of the Committee's expectations. It promotes a dialog that allows both the committee and the Superintendent to assess performance and to identify areas needing improvement. It improves the Superintendent/School Committee communications which helps build a better relationship. It improves planning.

Superintendent evaluations provide an opportunity to assess the performance of the Superintendent but they should do much more than that. They provide an opportunity to evaluate the condition and direction of the school district, yet School Committees should be cognizant of the fact that the Superintendent is not solely responsible for the successes and failures of their school district.

As last year, the evaluation focused on eight Core Competency categories that capture a widely held view of the scope of superintendent responsibilities. It is derived from the Massachusetts Association of School Committees (MASC) Superintendent Evaluation Guideline of 2005, with enhancements to incorporate recommendations found in other publications and practices successfully employed in other districts. This year's evaluation also focused on the Superintendent's five Major Goals which were agreed to last year by the Committee in conjunction with the Superintendent.

For each Core Competency and Major Goal category, individual Committee members provided the Chair of the Educational Programs & Personnel (EP&P) subcommittee with their performance rating using the following scale:

- 4 – OUTSTANDING
- 3 – GOOD
- 2 – AVERAGE / NEUTRAL
- 1 – NEEDS IMPROVEMENT
- 0 – UNACCEPTABLE

Committee members also provided specific commendations for performance in the area over the past year and recommendations for betterment. The EP&P Chair then combined the ratings of individual members into a Committee rating (by averaging the submitted individual ratings).

The following School Committee members submitted evaluation input:

- Christine Casatelli
- Donald Constantine
- Mayor Robert Dolan
- Margaret Driscoll
- Donald Lehman
- Kristin Thorp

## CORE COMPETENCIES

### A. Relationship with the School Committee

The School Committee relies on the Superintendent in order to make informed decisions that will affect the quality of education for the public school children in our community. In order to promote a climate of mutual respect and trust, a professional working relationship should be maintained. The Superintendent should establish clear direction for School Committee meetings by providing agendas and support materials that allow for reasonable policy formation and informed decision making. It is expected that the Superintendent will support and implement School Committee policies and directives and effectively communicate them to students, staff and members of the community.

<b>RATING:</b>	
3.7	
<b>COMMENDATIONS</b>	<b>RECOMMENDATIONS</b>
<p>Available 24/7 for conversation.</p> <p>Very available and responsive.</p> <p>Returns all calls with follow-up.</p> <p>Returns calls promptly.</p> <p style="text-align: center;">=====</p> <p>Works with ALL Committee members, not just 4 needed for a favorable vote on a motion.</p> <p>Treats all members equally.</p> <p>Very respectful and accommodating of all committee members.</p> <p style="text-align: center;">=====</p> <p>Provides notice before significant decisions are asked of the committee and willingly accommodates the committee's request for further information or time before the committee takes action on a proposal.</p>	<p>Perhaps a little better communication of less critical items that have the potential to escalate.</p> <p>A couple times policies were in place that the Superintendent either didn't know about or didn't understand. We need to make sure we all have a common understanding of the meaning and intent of the policies.</p>

Keeps members aware of potential problems before they happen.

Proactive notification of significant events is appreciated.

Very good at keeping the committee up to date.

Provides appropriate written documentation on which to base informed discussion at meetings.

Agendas and materials for meetings are timely and accurate.

=====

Easy to talk to and a gentleman.

Is respectful and professional.

Very approachable.

Stands by School Committee decisions even if they run contrary to his position on the issue.

**B. Community and Public Relations**

Public awareness is the cornerstone for support of education in our community. The Superintendent should ensure that staff, students, parents and the community-at-large are kept informed of the mission and accomplishments of the school system and made to feel that their involvement is valued. A strong, positive posture is needed in building the community, parental and financial support required for optimal functioning of the schools. The Superintendent should work effectively with other city departments and officials, community leaders and local agencies, and also develop community outreach through the news media and other mechanisms.

<p><b>RATING:</b></p> <p>3.1</p>	
<p><b>COMMENDATIONS</b></p>	<p><b>RECOMMENDATIONS</b></p>
<p>Very strong community outreach.</p> <p>Very strong and positive presence in the school community and Melrose community.</p> <p>Very strong champion of the Melrose Public Schools and all its elements.</p> <p>Attends many community events both for business and socially.</p> <p>Runs community meetings smoothly and professionally with great preparation.</p> <p>Very visible in the community – attends significant number of school and community events and engages with community organizations and city agencies.</p> <p>Very good at meeting with community groups in order to provide a face for the Melrose Public Schools.</p> <p>Community involvement is a well received and appreciated.</p>	<p>Develop and maintain a consistent, proactive community relations plan so that a few negative situations don't counteract the many positives. Use local TV and newspapers, create quality printed materials, upgrade the web site, etc.</p> <p>Need to involve outside people earlier in the decision process.</p> <p>Make a concerted effort to invite the community to participate in decision-making.</p> <p>=====</p> <p>Make further use of METV and MMTV outlets to increase public awareness of success stories.</p> <p>Having a TV station that is not used to constantly promote the system and its students is a real untapped tool.</p> <p>=====</p> <p>Complete ongoing work to better exploit the potential of the Melrose Schools web site.</p>

<p>Public tours and publicity for new Middle School was well done and received.</p> <p>=====</p> <p>Very strong and successful team player on the Melrose City Government team and Melrose civic organizations.</p> <p>Comes to all department head meetings and contributes as a “part of the city team.”</p> <p>Good relationship with the city.</p> <p>Works very well with public safety to avert crisis and meet all safety regulations.</p> <p>=====</p> <p>Very approachable.</p> <p>Speaks well and with professionalism and class.</p> <p>Speaks confidently and with a good knowledge base.</p> <p>Consistently and frequently visits schools to talk ad hoc with parents.</p> <p>Conducts informational meetings with parents to allay concerns such as with school registration and principal searches.</p>	<p>Work with Committee on improving web site including online policy manual.</p> <p>=====</p> <p>I would like to see better use of the newspaper to get out a vision and message for our district.</p> <p>Increased frequency of press releases and opinion pieces in local newspapers to emphasize positives of Melrose Schools, e.g. new principals’ backgrounds and qualifications.</p> <p>=====</p> <p>I would like to see front line administrators out in the community more. I have been to school functions where I am the only representative from the city.</p> <p>I don’t think the guidance department and department heads are focused enough on marketing the strengths of our students and school.</p> <p>Establish Melrose Public Schools Alumni Association.</p> <p>Emphasis on selling Melrose Schools to those families potentially transferring into system.</p>
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**C. Personnel Management**

The Superintendent is responsible, either directly or indirectly, for the hiring of all school personnel. Personnel decisions should be approached in a non-discriminatory and impartial manner. It is the Superintendent’s responsibility to foster an environment conducive to excellence in education and to hold all personnel accountable for their roles and responsibilities. The Superintendent should be alert to issues that affect staff morale, should be actively concerned with a meaningful staff evaluation program and should provide a balanced staff development program. The School Committee should be kept informed in appropriate matters of collective bargaining, performance standards, professional development and grievances.

<p><b>RATING:</b></p> <p>3.3</p>	
COMMENDATIONS	RECOMMENDATIONS
<p>Successful search and hiring of:  ECC Director  Roosevelt Principal  Horace Mann Principal</p> <p>Has led many searches that have resulted in excellent candidates.</p> <p>Assembling high-quality administrative team who work well together.</p> <p>Very good hires this past year.</p> <p>Principal selections were done well and we expect great things.</p> <p>Made strong moves to upgrade school management throughout the district. He took some heat, but remained committed to his beliefs on change.</p> <p>=====</p> <p>Professional Development initiatives that target critical development needs based on data analysis and collaboration with neighboring school districts to achieve scale economies.</p>	<p>I believe the Supt. does not, at times, hold his administrators to the same level of excellence that he holds himself.</p> <p>The Supt., at times, places too much burden on himself to fill in the pieces for an administrator that has not done the job.</p> <p>Ensure that leadership team is performing timely, accurate and thorough staff assessments with appropriate and applied recommendations in order to optimize the quality of instruction.</p> <p>Work to improve the staff evaluation process and evaluation documentation.</p> <p>Need to really make sure this administrative team works together now to move the district forward.</p> <p>Continue initiatives to fully realize the potential of your direct-reports, particularly the ones you’ve recently brought on-board.</p>

<p>The community has felt involved in the decision making process.</p> <p>Has managed benefits and fixed costs of employees better than any other Supt. that I have worked with.</p> <p>Does an excellent job hiring teachers in a very tight market.</p> <p>He is respectful of all staff.</p> <p>=====</p> <p>Appropriately informs School Committee on personnel matters, finding a useful balance between confidentiality and transparency.</p> <p>Committee kept well informed on union contract negotiations and other labor issues.</p> <p>The Committee is well informed about personnel issues.</p>	<p>Better ensure that reporting and addressing of educational issues or problems are handled swiftly, fairly and appropriately.</p> <p>=====</p> <p>Investigate personnel turnover and establish methods to reduce avoidable loss of good employees.</p> <p>Work to devise viable career paths for staff members who want to develop skills beyond initial or current positions.</p> <p>Provide teachers the support and encouragement for attainment of higher teaching goals (like National Board Certification).</p> <p>Pro-actively address the recruitment, hiring, training and retention of a diverse population of staff members.</p> <p>Develop and deliver exit interviews that can be objectively summarized along with subjective opinions.</p> <p>Work on retaining excellent staff.</p>
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**D. Educational Leadership**

The focus of decisions must address the needs of all students. In order to provide effective leadership, the Superintendent should keep abreast of the latest developments in the field of education. Curriculum evaluation and development, professional evaluation and development, inspiring others to meet highest professional standards and student assessment should all be considered in the formulation of short- and long-range goals and objectives.

<p><b>RATING:</b></p> <p>3.1</p>	
<p><b>COMMENDATIONS</b></p>	<p><b>RECOMMENDATIONS</b></p>
<p>Networking and presence at education related formal and informal gatherings.</p> <p>Working relationship with the Mayor and his staff, our State Representative and State Senator, the DOE, and surrounding districts.</p> <p>As a former teacher, department head, and front line administrator he knows what it takes to meet the needs of all students in the classroom. This experience shows.</p> <p>He keeps a keen eye on all educational trends and studies.</p> <p>Has made key personnel moves to try and “shake up” schools that have not met the needs of all students.</p> <p>Has implemented tri-yearly assessments for elementary students to ensure proper pacing of teaching and mastery of learning across the district.</p> <p>I praise the Supt. for his work in the area of gifted and talented to move the district forward.</p>	<p>It has been a difficult year to focus on vision, but I hope to see more of that this year.</p> <p>Continue to build a culture that focuses on excellence in education from the minute a student enters our doors to the moment the student leaves so that staff is energized to work together to benefit the teaching and learning of every single child.</p> <p>Make the encouragement and support of the elevation of educational standards a top priority in the district.</p> <p>Continue and build upon creative and forward-thinking professional development that enhances this culture.</p> <p>Continue prioritizing productivity over just activity, ensuring that it is a hallmark of our district.</p> <p>Create a culture and set expectations around the use of technology to ensure educational and financial efficiencies (e.g. use Smartboards for curriculum-driven audio-visual presentations replacing the need for some expensive field trips).</p>

<p>Good start on Gifted and Bright program.</p> <p>Working to balance education for students with a variety of gifts and challenges.</p> <p>Introduction of a new ELA curriculum and continued support of Harcourt math curriculum at the elementary level well devised.</p> <p>Consolidated pre-school facilities to improve collaboration among staff and focus more on an inclusion model of teaching and learning.</p> <p>We do get verbal reports of conferences attended etc.</p> <p>Work on curriculum, PPS and evaluation instruments are all good directions.</p>	<p>Keep attention on Gifted and Bright program so that expectations are in line with reality.</p> <p>Work with principals to, perhaps, to more quickly identify teacher performance issues and, hopefully, prevent escalation into more significant problems.</p> <p>Establish closer ties between Melrose Public Schools and the Melrose Public Library.</p> <p>Work with NEASC to ensure MHS continues fully satisfying all current and emerging accreditation requirements.</p>
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**E. General Management**

The Superintendent is responsible for the efficient operation of the school system. The response of those assigned the task of carrying out the activities necessary to the success of the system depend on having an awareness of the goals and objectives of the system. The Superintendent is expected to provide the leadership to the School Committee in the development of these goals and objectives. It is important that the Superintendent is familiar with, and has a strong understanding of, state and federal laws, Department of Education regulations and School Committee policy.

<p><b>RATING:</b></p> <p>3.2</p>	
<p><b>COMMENDATIONS</b></p>	<p><b>RECOMMENDATIONS</b></p>
<p>Providing a solid school system that is dedicated to continuous improvement in our methods, our people, and our facilities.</p> <p>The day to day operations of the school district is the finest I have witnessed in my tenure.</p> <p>Have never gotten so few calls from parents than over the past two years.</p> <p>Issues are addressed at the school level with one phone call.</p> <p>Has worked extremely hard in this area and has taken the district from great disarray to stability in two years.</p> <p>Smooth transition to new Middle School.</p> <p>Superintendent has a good understanding of the laws and SC policy.</p> <p>Sincere efforts at addressing complaints.</p>	<p>There have been too many administrative gaffes from front-line administrators over the past 8 months. From not getting a CORI to Physics to communication (where the ½ K will be.) This takes the district off its positive track and hurts the great work of the majority. This small but concerning trend has to change.</p> <p>I would like to see a bit more ownership of their school by some front-line administration and educators.</p> <p>Now that there is more stability, delegate more to front-line personnel and hold them accountable for completing your assigned tasks.</p> <p>Continue working to improve Special Education service delivery and customer satisfaction.</p> <p>Work with surrounding school systems to find mutually beneficial collaborations. The K -1<sup>st</sup> grade assignments have to be addressed to go back to neighborhood schools.</p>

	<p>Formally update and execute the Strategic Plan.</p> <p>Keep focus on High School accreditation process.</p> <p>There were a couple instances where the Superintendent was not aware of SC policy (e.g. school assignment waivers). I think this will be much better in the future given time in the job and the rewriting of the policy manual.</p>
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**F. Facilities and Furnishings Management**

The Superintendent is responsible for providing adequate facilities and furnishings to support the educational mission of the school system. The Superintendent directs the maintenance of buildings and grounds, provides for the security and safety of persons and property and plans for and oversees modifications, renovations and expansions of educational facilities. The Superintendent also oversees the provisioning of school furnishings and supplies including textbooks and technology.

<p><b>RATING:</b></p> <p>2.5</p>	
<p><b>COMMENDATIONS</b></p>	<p><b>RECOMMENDATIONS</b></p>
<p>Improving the infrastructure, including:</p> <ul style="list-style-type: none"> <li>- successful opening of the new MVMMS</li> <li>- major capital improvements at MHS</li> <li>- Horace Mann Playground</li> <li>- computer and networking upgrades</li> </ul> <p>Providing well maintained buildings &amp; grounds and establishing a 5 year capital plan.</p> <p>Making good use of our existing facilities under financial and enrollment pressures.</p> <p>Growing facility rental revenue without impacting facility availability or wear and tear.</p> <p>Works well with city DPW to meet needs.</p> <p>Private company works well. There should be additional privatization in this area.</p> <p>Consolidated pre-school facilities.</p>	<p>Continue to work with city to combine force where possible to improve efficiency of operation and maintenance of facilities.</p> <p>Work with city and state authorities to provide a safe environment and fast response to safety emergencies.</p> <p>Make more use of volunteers, community service corps, and low risk correctional facility inmates for facility spruce-up.</p> <p>City has taken over outside yet there is no marked improvement with building insides. =====</p> <p>Realize beneficial use of the Ripley site.</p> <p>Aggressively address usage of Ripley School to avoid potential for vandalism. =====</p> <p>Maintain attention to cleanliness, especially for older buildings.</p> <p>The cleanliness issue should not have happened.</p> <p>No excuse for the Winthrop School mess. =====</p>

<p>Coordinated with personnel to appropriately manage high school bomb threats.</p> <p>=====</p> <p>Opened new middle school on time and under budget.</p> <p>New Middle School. Well done.</p> <p>Opening the MS; and the renovations at the HS are going very well.</p>	<p>Set revenue targets and plan personnel around gym, auditorium, field and concession venues to bring in needed revenue.</p> <p>Rental of our facilities seems to not always be applied evenly to all groups. I think we need a dedicated employee to handle this. I think we could be doing more here.</p> <p>New buildings have not reached their operational potential after many months and in some cases years.</p> <p>=====</p> <p>Ensure that the leadership team sets consistently high expectations and demands accountability for classroom organization and management of clutter.</p> <p>Reconsider before-school programming to support parents' needs, ensure to the extent possible that students start the day well-fed, and create financial opportunity for the schools as is done for the Horace Mann after-school program.</p> <p>Continue to focus on IT infrastructure improvements for the district.</p>
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**G. Budget Management**

The School Committee is responsible for approving the budget and the Superintendent is responsible for presenting that budget to the School Committee in a manner that promotes their full understanding. The budget should take into consideration the needs of the entire system based on a formal assessment process. The need to promote the school system and gather community support for school finances is an integral component of the budget process. Upon adoption, the Superintendent implements the approved budgets through effective use of budget forecasting, accounting and control systems.

<p><b>RATING:</b></p> <p>3.7</p>	
COMMENDATIONS	RECOMMENDATIONS
<p>Quickly identified effective actions to achieve a balanced and well conceived FY2009 Budget that improves our level of services.</p> <p>This is the best budget preparation and management I have seen in my tenure.</p> <p>Good budget process.</p> <p>This budget process was an improvement over last year.</p> <p>The Supt. and the Budget Manager were accessible, responsive, professional and willing to openly discuss all relevant budget questions and concerns.</p> <p>Reporting and answering questions are handled very well.</p> <p>Communicated and partnered well with Committee and city.</p> <p>Works well with City Hall.</p> <p>Conservative in expenses and estimates.</p> <p>=====</p>	<p>Work to improve how user fees are collected</p> <p>Consider including a contingency plan as part of the budget process to help identify areas of potential risk and opportunity and how the district would handle them.</p> <p>Need to have more vision, and to be able to see how it relates to the budget.</p>

Increased available revenue  
Summer rentals  
Beebe rental to YMCA  
After school programs  
Increased grant funding  
Increased Medicaid  
reimbursements  
Increased lunch reimbursements

Provided monthly financial reporting  
that provided timely insight into planned  
versus actual expenditure and  
projections for year end.

Monitored and controlled energy costs  
during a period of extreme price  
increases.

Documents very understandable and  
well put together for public review.

Good long and short range planning.

Great job!

Budget was approved well before  
deadline.

Supported improved transparency of the  
budget process.

Committee kept well informed.

**H. Personal Qualities and Characteristics**

It is expected that the Superintendent maintain high standards of ethics, honesty and integrity in personal and professional matters and, at all times, represent the school system in a professional manner. The Superintendent should encourage open communication with staff, administrators, community representatives and School Committee members. The Superintendent is flexible, creative and shows initiative in leading constructive change.

<p><b>RATING:</b></p> <p>3.3</p>	
<p><b>COMMENDATIONS</b></p>	<p><b>RECOMMENDATIONS</b></p>
<p>I find the Superintendent to be very approachable, honest and forthright.</p> <p>Very accessible and approachable.</p> <p>Integrity in face of challenge or accusation.</p> <p>Positive and caring attitude.</p> <p>Has a solid moral compass.</p> <p>Is self-reflective and willingly listens to constructive criticism, working hard to achieve measurable improvements in areas of concern.</p> <p>=====</p> <p>This Supt. has managed some of the largest changes in the history of the district from the MVMMS to the ECC to many administrative changes. He has done the job and kept the interests of students first.</p> <p>We have seen a marked decrease in 8<sup>th</sup> graders going to private schools and increase in children form St Mary’s and the Charter School coming back. This is, in part due to the leadership of the Supt. and the confidence people have in his leadership.</p>	<p>Needs to be more concise with his explanations when speaking to the public.</p> <p>Shorter answers, more to the point.</p> <p>Continue to polish speaking pace, tone and style and summarize/highlight explanations to make them more easily understood by non-educators.</p> <p>=====</p> <p>It is OK to point out when something is wrong. It is not a weakness, and people will trust you more and be more willing to solve the problem.</p> <p>Need to get better at acknowledging shortcomings of the district in public. The attitude of “its all good” turns people off. I know the superintendent doesn’t mean it the way it sounds, but it does come across that way.</p> <p>=====</p> <p>Create more opportunities for community members to participate in positive educational change.</p> <p>Need to include more people in the decision making process earlier.</p> <p>=====</p>

<p>Creates positive change by blending collaboration with appropriate decision-making.</p> <p>Listens to all stakeholders and ultimately does what is right for students.</p> <p>Good visibility throughout district.</p> <p>Shown that he has strength in selecting great staff and working together as a team.</p> <p>Efforts to engage staff in two way communication and connect them to the overall school system mission.</p>	<p>Ensure that a human always answers Superintendent's phone line during business hours.</p> <p>Work to move the district from one of solidity and stability to one that is energized, innovative and productive. As the leadership teams says – move us “from good to great”.</p>
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## MAJOR GOALS

1. Develop a five-year plan for the use of all Melrose Public School buildings, including consideration of after-school programming, development of revenue sources and consolidation of all pre-school programs in one facility.

<p><b>RATING:</b></p> <p>2.8</p>	
COMMENDATIONS	RECOMMENDATIONS
<p>Showcased middle school as the premier educational and community facility that it is.</p> <p style="text-align: center;">=====</p> <p>Franklin ECC seems off to a good start - kudos to all involved -- but it needs to be closely monitored for issues related to traffic and teacher team-building.</p> <p>Established the ECC at the Franklin facility.</p> <p>Combining of preschool programs in Franklin is welcome.</p> <p>Pre-School consolidated at Franklin</p> <p>Successful consolidation of pre-school programs.</p> <p style="text-align: center;">=====</p> <p>Established after-school programs at the Horace Mann and Beebe sites.</p> <p>YMCA provides a great service at the Beebe.</p> <p>Beebe school rental is good use of facility.</p> <p>Rental of Beebe to the Y, which leaves our options open.</p> <p style="text-align: center;">=====</p>	<p>Continue to develop events that will encourage students and residents to make good use of the buildings and all its resources.</p> <p>The Chartwell concession pilot needs to be reevaluated after a year to weigh pros and cons of outsourcing concessions at no cost but at no gain to the district.</p> <p>I don't think we have an adequate plan either for rental of the MS spaces and other spaces, or for concessions. Both still need work. I think we need a specific person to be in charge of these, who is not also the Business Manager.</p> <p style="text-align: center;">=====</p> <p>Reconsider the idea that the school district should incorporate the Horace Mann after-school program into the YMCA program. Horace Mann offers a uniquely tailored program that generates revenue for the school and the district. In fact, the program might be expanded so that individual schools might generate their own small revenue stream for in-house benefit.</p> <p>Analysis as whether or not in-house after-school programs would be financially beneficial.</p>

<p>Growing facility rental revenue without impacting facility availability or wear and tear.</p> <p>Fully exploiting the available facilities and resources.</p> <p>Moving forward on a number of fronts.</p> <p>Continued planning for upgrade of existing facilities. Although the funding didn't come through this year, I support this continued work.</p>	<p>The MPS should be running all after school programs by 2010.</p> <p>=====</p> <p>Could Ripley possibly serve as a site for tuition-generating services provided by the school district? If not, another beneficial use of the Ripley needs to be explored for possible long-term gain. The last thing we want to do is spend time every year figuring out what we're going to do with the Ripley because it could turn into a contentious community issue.</p> <p>Realize beneficial use of the Ripley site.</p> <p>No plans for the Ripley offered by school administration.</p> <p>Information on future of Ripley as well as plans on revenue potential of Middle School and other facilities that have high potential.</p> <p>=====</p> <p>ECC was not fully planned out when it was passed. <b>Many</b> holes existed that will be filled, but not without great stress and strain.</p> <p>Need a comprehensive plan with timeline and measurements for programming, rentals, etc.</p> <p>Formal 5 year plan would be good.</p> <p>People don't think there is a long term plan for the Beebe and Ripley.</p>
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2. Establish an educational leadership plan working with the Administrator of PPS to support inclusion in the Melrose Public Schools which reflects the needs of all members of the educational community including, for example, the Educational Task Force, PAC and the Gifted and Talented Committee, as well as to provide a metric for evaluating the efficacy and staffing levels of current Special Education programs that will be reported on a bi-monthly basis to the School Committee.

<b>RATING:</b>	
3	
<b>COMMENDATIONS</b>	<b>RECOMMENDATIONS</b>
<p>Concerted effort in the many areas this ambitious goal encompasses.</p> <p>I think there is a far more open process and dialogue regarding these issues than in previous administrations.</p> <p>Progress on many and various programs is welcomed and appreciated.</p> <p>Inclusion and work developing new programs is continuing strongly.</p> <p>PPS – Great strides have been made here.</p> <p>The PPS Director has done an admirable job cleaning up some real messes.</p> <p>Significant progress in PPS with addition of new Administrator.</p> <p>=====</p> <p>More meetings among SPED staff is a step in the right direction, but parents must be pulled into the loop even more to garner their support for the special ed department and its programs.</p> <p>New hires such as an adjustment counselor for the middle school and high school as well as a job coach for post-graduates are welcome additions in</p>	<p>Need a comprehensive plan with timeline and measurements for goals/objectives as well as metrics.</p> <p>Would like a more formal long/medium term plan for inclusion of full spectrum of learners from IEP to G&amp;T.</p> <p>=====</p> <p>Monthly PPS meetings with PAC will help the PPS Administrator to understand whether communication is working or not. Email is not sufficient as a means to stay in contact with parents.</p> <p>At least one elementary school adjustment counselor is still needed.</p> <p>The next step is to grow successful SPED programs into top-notch tuition-generating programs that will serve our students in their own community and attract neighboring students.</p> <p>Continue work in progress.</p> <p>Out of district placements need to be lowered.</p> <p>Better define “inclusion” and impart that understanding as well as what inclusion means in the Melrose Public Schools to each stakeholder group in a forum and</p>

<p>staffing.</p> <p>Advocated for a job-coach for our aged-out students to support their educational needs and keep them in-district.</p> <p>New focus on transitions is well conceived and overdue. Let's track positive results from the improved transition processes.</p> <p>Good follow-through with Education Task Force.</p> <p>=====</p> <p>Gifted and Talented screening complete.</p> <p>Have started to evaluate the need for G&amp;T services.</p>	<p>venue that suits their needs.</p> <p>Define consistent terms that respect and support students and identify them as people first rather than a diagnosis.</p> <p>Should have had a review of PPS with the Ed Task Force earlier, to keep them in the loop. We should be figuring out how to use the talents of that group.</p> <p>=====</p> <p>We need a gifted and talented program cost estimate.</p> <p>Communicate to parents and staff how students entering the MPS can request Gifted and Talented screening.</p> <p>Roll-out programming for Gifted and Talented students.</p> <p>G&amp;T rollout was pretty choppy.</p>
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3. Create and begin to implement a five-year capital improvement and maintenance plan for the Melrose Public Schools.

<b>RATING:</b>	
3.4	
<b>COMMENDATIONS</b>	<b>RECOMMENDATIONS</b>
<p>The creation of five-year capital plan was well conceived and well executed.</p> <p>Produced a five-year capital plan that was approved by the Melrose School Committee without change.</p> <p>Initiated a major capital improvement project at MHS.</p> <p>Exceptional level of facility improvement projects completed organically.</p> <p>The city has taken the lead on most of this with the Supt. input and recommendation.</p> <p>The plan for smaller improvements given to the SC was solid and well planned.</p> <p>Presented a comprehensive, measurable plan in May.</p> <p>Well-presented plan.</p> <p>High School improvements are welcome and appreciated.</p> <p>The 5 year Capital Plan is complete, comprehensive and clear.</p> <p>Worked well with the city to plan for the upgrades in the HS and ES.</p>	<p>The plan must be re-evaluated annually and expanded to meet the changing needs of the district.</p> <p>Every effort should be made to seek state funding and/or work with other districts when possible to cover the costs of the plan.</p> <p>There is a lack of total confidence in facilities management.</p> <p>Keep assessing and adjusting as necessary.</p> <p>Investigate if combining some functions with City will improve efficiency.</p> <p>Still working to make sure we are utilizing the MVMMS and that we are able to handle all of the systems in the school etc.</p> <p>Need to involve the public more in the discussions.</p>

4. Establish a medium to long-term plan for technology improvement for the Melrose High School that ensures students do not encounter a technological step down when transitioning from Middle School to High School.

<p><b>RATING:</b></p> <p>3</p>	
COMMENDATIONS	RECOMMENDATIONS
<p>Smartboards and professional development are a good start, but they are not enough. Once infrastructure is in place, the ground work needs to be laid for a technology-infused curriculum from Pre-K to 12. This may require an outside expert to work with the school district to develop a comprehensive plan of action.</p> <p>Actionable plan established and funded.</p> <p>Execution of Plan ongoing with expected completion near term instead of long term.</p> <p>This directive came from city hall and it is run by the OPCD in cooperation with the Supt.</p> <p>The Supt. has a strong knowledge of technology and this is a great benefit.</p> <p>Partnered well with city to finance technological improvements.</p> <p>Very good timeline.</p> <p>High school improvements are welcomed and appreciated.</p> <p>Worked very well with the City to implement this plan. I think that the staff is ready and anxious to utilize this new technology.</p>	<p>Resurrection of the Technology Council needs to be put on front burner with first meeting by the start of school.</p> <p>Superintendent should set the goal to make Melrose the best school district for technology in the state within five years. We have the building blocks. We just need the will to do it.</p> <p>A technology improvement plan fueled by a fundraising campaign of alumni could offer the community-wide impetus to build Melrose into a technology powerhouse.</p> <p>Successfully completed plan on schedule.</p> <p>Ensure that technology stays current with associated capital costs, professional development, etc.</p> <p>Follow through!</p>

5. Develop a multi-faceted plan for improving communications with the community.

<b>RATING:</b>	
2.1	
<b>COMMENDATIONS</b>	<b>RECOMMENDATIONS</b>
<p>Progress has been made. Articles in the papers are a step in the right direction. More progress has been made with some stakeholders.</p> <p>Superintendent is very accessible and attends a great many events across the city.</p> <p>=====</p> <p>Communication has improved greatly during the year with E-Connect and so on, but we can do more. Email bulletins and e-newsletters are a quick and inexpensive way to disseminate information to interested parties.</p> <p>Connect Ed notices.</p> <p>=====</p> <p>Took opportunities to showcase district successes in local newspapers.</p> <p>Extensive positive coverage contained in local print media.</p> <p>=====</p> <p>Information Sessions for parents/community on Early childhood center programs/registration, K &amp; 1G registration grade 5 to 6 and grade 8 to 9 orientations.</p> <p>Interaction with civic groups.</p> <p>Web site is good.</p> <p>Supt is very easy to talk to.</p> <p>Supt. is very visible and approachable.</p>	<p>Need a comprehensive plan with timeline and measurements for goals/objectives.</p> <p>Formal plan presented to committee including positive PR strategy.</p> <p>There has not been new ground broken in this area.</p> <p>Not innovative.</p> <p>Members have presented him with marketing options and they have not materialized.</p> <p>Young parents do not feel connected to the district.</p> <p>Communication is very sterile and does not convey warmth and all information.</p> <p>Need a pro-active approach to presenting information to the community in a balanced way – it’s not all good but it’s certainly not all bad.</p> <p>Still needs improvement in several areas – We need to include the public in discussions earlier so that we can hear their opinions and ideas and utilize what is appropriate. It is not weakness to go to people and say that this is what we are thinking about – please let us know what you think.</p> <p>We missed several opportunities to include the public in decisions.</p>

Supt is a good listener.

In an effort to be collegial, sometimes you come off as less professional. You also have a tendency to minimize issues. I know, based on my dealings with you, that you take them very seriously, but what you say to people does not convey that. An attitude of “it’s all good” is very off-putting.

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Each school as well as the school district and school committee should have a regular e-newsletter with updates and news. There was a plan with Jorge Pazos to launch one, but it never materialized.

More effort needs to be directed toward giving local media all the educational news they can handle and helping them stay ahead of upcoming announcements. The school district should be driving the news, not reacting to it.

Different administrators should take turns writing a column describing new events and developments, with the goal of at least two school district guest columns a month, each on a new theme.

Make further use of METV and MMTV outlets to increase public awareness of success stories.

Need to make much better use of the TV stations, and enlarge the schools presence in the weekly papers.

Find increased ways to use technology to communicate with stakeholders.

Showcase student work in addition to sports and other extra-curriculars to highlight academic achievement in the district.

Find creative ways to reach out to community members who don't have children in the schools or whose children have moved on.

Better partner media classes at MHS with media outlets in an efficient and effective way.

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Complete ongoing work to better exploit the potential of the Melrose Schools web site.

While the Superintendent was not specifically responsible for the web site delays, there was a frustrating lack of progress.

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Establish Melrose Public Schools Alumni Association and communicate with them (e.g., send them a newsletter)