

Report of the Superintendent's Annual Performance Evaluation

From the

Melrose School Committee

For the

2008-2009 School Year

June 23, 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 communication, which helps build a better relationship, and 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 the School Committee should be cognizant of the fact that the Superintendent is not solely responsible for the successes and failures of the school district.

As in the last two years, the evaluation focuses 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 focuses on the Superintendent's four Major Goals which were agreed to last year by the Committee in conjunction with the Superintendent.

For each Core Competency category, individual Committee members provided the Chairwoman of the Educational Programs & Personnel (EP&P) Subcommittee with their performance ratings using the following scale:

- 4 – Outstanding
- 3 – Good
- 2 – Average / Neutral
- 1 – Needs improvement
- 0 – Not satisfactory

For each Major Goal category, individual Committee members provided the Chairwoman of the EP&P Subcommittee with their Performance ratings using the following scales:

Completion:

- 4 – Fully completed
- 3 – Substantially completed
- 2 – Partially completed
- 1 – Substantially incomplete
- 0 – Not started

Performance:

- 4 – Outstanding
- 3 – Good
- 2 – Average / Neutral
- 1 – Needs improvement
- 0 – Not satisfactory

These scales are slightly different from those presented on the Major Goals document approved in 2008 last year. They were modified to be numerical, and as such consistent with those for Core Competencies, thereby allowing the same ability to average the scores. The Superintendent and the School Committee agreed to the Major Goals on September 9, 2008, so the evaluation is based on three-quarters of the calendar year and the scores reflect that.

The EP&P Chairwoman then combined the ratings of individual members into a Committee rating, offering the range, mean, median and mode of each performance point. (The range reflects the smallest to the largest score. The mean is the average – the sum of the scores divided by the number of responses. The median is the middle value in the list of scores, and the mode is the score repeated more often than any other.) Committee members also provided specific commendations for performance in the area over the past year and recommendations for betterment.

The following School Committee members submitted evaluation input:

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

Respectfully submitted,

Margaret Driscoll
Chairwoman, Educational Programs & Personnel Subcommittee
Melrose School Committee

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.

<p>Mean (Average): 3.8 Range: 3.5-4 Median: 3.8 Mode: 4</p> <p>4 – Outstanding 3 – Good 2 – Average / Neutral 1 – Needs improvement 0 – Not satisfactory</p>	
COMMENDATIONS	RECOMMENDATIONS
<ul style="list-style-type: none"> * The Supt. generally responds quickly to SC requests. * The Supt. is always professional and respectful in his communications. * The Supt. includes relevant handouts in SC packets. * The Supt. informs the SC quickly about urgent matters. * Available 24/7 for conversation. * Works with ALL SC members, not just 4 needed for a favorable vote on a motion. * Stands by SC decisions even if they run contrary to his position on the issue. * Provides notice before significant decisions are asked of the SC and willingly accommodates the SC’s request for further information or time before the SC takes action on a proposal. 	<ul style="list-style-type: none"> * The Supt. should work with the SC and principals to ensure that economies of scale can be achieved through planning and cooperation and that all are on the same page with educational goals. * Set up individual 1-1 meetings with members on at least an annual basis. * Perhaps publish calendar so we know what community meetings (PTO, etc.) the Supt. will be attending.

<ul style="list-style-type: none"> * Very respectful and accommodating of all SC members. * The Supt. consistently keeps the SC informed, involves them in his decision-making process, and thoroughly explains the reasons for his decisions. * The Supt. makes himself and staff available at all times. * The Supt. keeps Committee members informed in a thorough and timely manner. * The Supt. seeks feedback and input from SC members on a wide variety of issues. * Agendas and associated materials are always provided in a timely manner. * Personal calls for “breaking” events are appreciated. * Supt. is available and approachable. * Always has timely and accurate information to the SC. * Works closely with SC on all issues. * Always reachable for discussion on any topics. * Answers all questions and comments promptly and completely. * Accepts comments and criticism in a very open and responsive manner. * Keeps the SC informed of ongoing issues in a timely manner – both positive and negative. 	
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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.

Mean (Average): 3.1 Range: 2-3.8 Median: 3 Mode: 3

- 4 – Outstanding
- 3 – Good
- 2 – Average / Neutral
- 1 – Needs improvement
- 0 – Not satisfactory

COMMENDATIONS	RECOMMENDATIONS
<ul style="list-style-type: none"> * The Supt. attends many district-wide and community functions, often after-hours. * The Supt. has a good relationship with city officials, community leaders and the Board of Aldermen. * The Supt. responds to parents in a timely manner. * Very strong community outreach. * Very strong and positive presence in the school community and Melrose community. * Very strong champion of the Melrose Public Schools and all its elements. * Conducting information meetings with parents to allay concerns such as with the school registration and after school programs. * Very strong and successful team player on the Melrose City Government team and Melrose civic organizations. * The Supt. has held many successful neighborhood and district-wide meetings. * The Supt. is accessible to the public and handles many complaints within the schools before they get to the SC level. * The Supt. is always well prepared for meetings that are on public access TV to explain decisions and procedures. * The Supt. spends significant time and effort attending school-related events, working with the local media, and 	<ul style="list-style-type: none"> * The Supt. and the Mayor and SC should be more in synch when making public announcements. * Sometimes it's OK just to listen without offering any advice or solution. * The Supt. needs to ensure that his administrators and staff also respond to parents in a timely manner. * Make further use of METV and MMTV outlets to increase public awareness of success stories. * Continue ongoing work to better exploit the potential of the Melrose Schools website. * Establish Melrose Public Schools Alumni Association. * The Supt. should use the school-run TV station to discuss issues. * The Supt. should work more effectively with local media. * Communicate better that Supt. has overall responsibility for all school operations. Ask for input, assistance, etc. (we all work together) but don't cede responsibility. * Continue to be a public persona for SC. * Make the announcements during the SC meetings more substantive (less fluff) and shorter. Perhaps there is another forum for some of this information. * Looking forward to a formal document outlining a communication plan. * The strategic plan will cover this area as

<p>building relationships with the business community.</p> <ul style="list-style-type: none">* Frequently attends community meetings (PTO, etc.) and is known around the city.* Press releases, etc. are of good quality and quantity.* Attendance at most, if not all school events such as PTO, graduation, curriculum nights, etc.* Represents district at various events.* Prompt and decisive decisions during H1N1 events.* At the Supt.'s discretion, we have had more public forums than ever before.* The Supt.'s announcements during the SC meetings are informative and upbeat.* Many parents have told me that they find the Supt. to be very approachable and willing to listen.* The Supt. attends many events outside the school day.* The working relationship between the Supt. and the Mayor/city is very positive and has helped maintain the school's funding.	<p>well.</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>Mean (Average): 3.1 Range: 2-4 Median: 3 Mode: (tie) 3 and 3.5</p> <p>4 – Outstanding 3 – Good 2 – Average / Neutral 1 – Needs improvement 0 – Not satisfactory</p>	
<p>COMMENDATIONS</p>	<p>RECOMMENDATIONS</p>
<ul style="list-style-type: none"> * The Supt. has hired and retained many good administrators for his leadership team. * The Supt. allows his leadership team to have input on major decisions. * The Supt. has a good relationship with union officials and conducted contract negotiations in a positive and respectful manner. * Personnel reports indicate strong retention and quick vacancy filling. * Professional Development initiatives that target critical development needs based on data analysis and collaboration with neighboring school districts to achieve scale economies. * Work with the MEA to improve the staff evaluation and development process. * Successful collective bargaining to achieve mutually beneficial labor 	<ul style="list-style-type: none"> * The Supt. needs to hold all personnel accountable for their roles and responsibilities in terms of promoting academic excellence. * The Supt. needs to develop an evaluation mechanism whereby poor-performing teachers and administrators are identified and given close supervision to help them improve. If timely improvement is not shown, poor-performing teachers need to be let go. * Continue initiatives to fully realize the potential of your direct-reports, particularly the ones you’ve recently brought on-board. * Complete and deploy the new teacher evaluation instrument that is currently in development. * The Supt. does not always hold some of his weaker administrators [accountable] to the level that I find satisfactory.

<p>agreements and continued good relations and morale.</p> <ul style="list-style-type: none">* The Supt. has made many strong changes in his senior leadership that have been very effective.* He has been able to recruit very energetic principals at the elementary level.* Special education and Parent-Pupil Services have dramatically improved.* He has developed a reputation for Melrose as being a place people want to work.* The Supt. has made a number of excellent hires and has strongly encouraged team-building among administrative staff.* All six collective bargaining agreements were successfully completed and signed.* Discretion and confidentiality unilaterally are applied when dealing with personnel matters.* Seems to be running smoothly.* Good job keeping open positions down to a minimum.* New principal hires seem to be performing well.* For the most part, morale is up at schools.* Seems to have a good working relationship with school personnel.* The Administrative team works well together and has been more stable.* Professional development continues to improve.	<ul style="list-style-type: none">* The new evaluation instrument, as part of the teachers' bargaining agreement, is not completed.* The Supt. must make accountability of every employee a top priority and underperforming staff members must be brought up-to-speed in a short timeframe or they must not be allowed to continue their employment in the Melrose Public Schools.* Professional development must be more focused than in the past, with expected learning outcomes and accountability.* Nothing specific but there is room for improvement.* Some teaching/principal hires did not work out as planned.* Continue to encourage fair and honest personnel evaluations.* Continue to strive for excellence in our staff and be sure that they know what is expected. If any personnel are unable or unwilling to work at the level required, we must address the issue in a timely manner.
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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>Mean (Average): 2.9 Range: 2-3.5 Median: 3 Mode: 3</p> <p>4 – Outstanding 3 – Good 2 – Average / Neutral 1 – Needs improvement 0 – Not satisfactory</p>	
<p>COMMENDATIONS</p>	<p>RECOMMENDATIONS</p>
<p>*The Supt. worked with the administrator of Pupil Personnel Services to implement a post-graduate vocational program for 19+ SPED students. * The Supt. launched an after-school program in the Melrose Public Schools that will be housed in the elementary schools beginning in September, 2009. * The Supt. worked to ensure the success of the Early Childhood Center in its first year of operation. * Networking and presence at education-related formal and informal gatherings. * Working relationship with the Mayor and his staff, our State Representative and State Senator, the DoE and surrounding districts. *The Supt. has attempted to take on a variety of challenges, from improving special education services to programs for advanced learners, during very</p>	<p>* The Supt. needs to work more closely with the Curriculum Director to make sure the learning styles of all children are addressed in the classroom. * The Supt. needs to make the integration of technology into the curriculum a top priority. * The Supt. needs to identify top teachers throughout the district and use them as role models for other teachers to promote good teaching standards. * The Supt. needs to follow through on the “from good to great” ideal for the high school. * Establish closer ties between Melrose Public Schools and the Melrose Public Library. * Continue work with NEASC to ensure MHS continues fully satisfying all current and emerging accreditation requirements. * The Supt.’s enthusiasm sometimes outstrips his ability to accomplish these goals. He should more carefully evaluate</p>

<p>difficult times. This has not always been the case in the past in the Melrose Public Schools, and he should be commended for trying to provide these services.</p> <ul style="list-style-type: none">* Through the strategic plan, the Supt. has shown he is not afraid to confront the weaknesses as well as the strengths of the district in a very public process that involves all aspects of the community in how to improve education.* The Supt. involves himself in many organizations for professional development and keeps abreast of educational issues as well as state mandates and laws at the federal, state and local level.* The Supt. keeps current on educational advances.* Significant improvements have been made at MHS in the area of consistency across content areas.* The creation of educational blocks at the elementary schools is a good way to approach addressing the needs of all learners; those blocks need to be fully put to the best possible use.* New elementary ELA curriculum seems to be going OK.* Block scheduling at elementary level for flexible ability grouping shows promise.* Worked with various groups to sustain grants and continue to keep programs up and running.* The Supt. attends all appropriate meetings and conferences in order to stay up to date in areas such as statewide developments, 21st Century learning, etc.* He is open to receiving suggestions from people who have ideas or information that might be useful.	<p>whether a program is feasible before making a commitment to the public.</p> <ul style="list-style-type: none">* The quality of instruction is inconsistent across the district, with many outstanding educators working with staff who may not be equally up to the task. Raising the collective bar will help all students.* The Supt. appropriately delegates building management to his principals, but the mission of educational excellence trumps individual administrators' preferences; there needs to be more accountability when those two situations diverge.* Follow through with elementary flexible ability grouping for math and ELA.* Investigate/promote flexible ability grouping at Middle School where appropriate.* Follow through and make progress with Gifted and Bright initiatives.* Gifted and Talented will be an issue in the future.* The strategic plan will contain more specific plans in this area, which will be very helpful.
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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>Mean (Average): 3.6 Range: 3-4 Median: 3.5 Mode: 3.5</p> <p>4 – Outstanding</p> <p>3 – Good</p> <p>2 – Average / Neutral</p> <p>1 – Needs improvement</p> <p>0 – Not satisfactory</p>	
<p>COMMENDATIONS</p>	<p>RECOMMENDATIONS</p>
<ul style="list-style-type: none"> * The Supt. manages the day-to-day operations of the school district well. * Work with surrounding school systems to find mutually beneficial collaborations. * Sincere and extensive efforts at addressing complaints. * Providing a solid school system that is dedicated to continuous improvement in our methods, our people, and our facilities. * Mr. Casey is a very efficient and qualified public manager. He ensures that the district meets all federal, state and local laws and guidelines. The record-keeping and administrative work of the district is superlative. * Every year he re-evaluates his procedures and makes necessary adjustments to improve their quality. * The Supt. is very familiar with the laws, regulations and policies needed to effectively manage the schools and runs 	<ul style="list-style-type: none"> * The Supt. can get a better sense of school district weaknesses during upcoming focus groups for the strategic plan. * Continue working to cost-effectively provide Special Education services. * Continue working to develop and expand educational offerings to serve gifted and talented needs. * Formally update and execute the Strategic Plan. * The Supt. should have higher expectations of all his management staff to match the expectations he holds for himself. * Follow through on making after school program successful. * Keep up the good work.

the School Department as efficiently as possible.

- * The quick but thorough approach to building an after-school program shows leadership as well as a commitment to addressing difficult problems with well-considered solutions.

- * Strategic planning process seems to be progressing smoothly.

- * Early Childhood Center doing well.

- * H1N1 communications.

- * Works well with leadership teams and curriculum heads when reaching goals and objectives.

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>Mean (Average): 3.2 Range: 2-4 Median: 3.25 Mode: 3</p> <p>4 – Outstanding 3 – Good 2 – Average / Neutral 1 – Needs improvement 0 – Not satisfactory</p>	
<p>COMMENDATIONS</p>	<p>RECOMMENDATIONS</p>
<ul style="list-style-type: none"> * The Supt. works well with the Facilities Director to keep the schools maintained. * The Supt. works well with the Technology Director to make sure technology at all the schools is up and running. * Improving the infrastructure, including <ul style="list-style-type: none"> - major capital improvements at MHS - ECC facility upgrading - computer and networking upgrades * Making good use of our existing facilities under financial and enrollment pressures. * Growing facility rental revenue without impacting facility availability or wear and tear. * Work with city and state authorities to provide a safe environment and fast response to safety emergencies. * Providing well maintained buildings and grounds and establishing a 5 year capital plan. 	<ul style="list-style-type: none"> * The Supt. should work with the Tech. Council to see how technology can be enhanced throughout the district, in buildings and through the curriculum. * Continue beneficial use of the Beebe building. * Make more use of volunteers, community service corps, and low risk correctional facility inmates for facility spruce-up. * The city has taken over many aspects of maintenance; therefore it should be the expectations that the remaining responsibilities of the maintenance department be exemplary. * I think there is a lack of ongoing hands-on evaluation of jobs. Senior management in the facilities department needs to be more proactive in anticipating potential problems. * The Technology Dept. has worked very hard but technical problems still plague some systems. * Follow up on remaining Winthrop issues. * Proactive 3rd party health (e.g. air quality) and safety inspections for all schools on a

<ul style="list-style-type: none">* Although the school department has improved in managing the new facilities, I think they meet the basic requirements of this job.* Safety situations at MHS have been handled taking all appropriate precautions for students and staff.* The ECC was opened on time and offers excellent safety for drop-off/pick-up as well as a clean and effective learning environment.* Inclement weather situations were managed appropriately.* In partnership with the city, new front doors were installed at MHS.* Winthrop School cleanup and ventilation issues addressed.* Performed well during recent “bomb scare” at schools.* Given the budget constraints of the last year, I think the Supt. is doing an excellent job maintaining and improving the school facilities. The new front doors to the high school are one notable example.	<p>periodic basis as practical.</p> <ul style="list-style-type: none">* Possible study group for new after school program to discuss parking/traffic issues.* I believe the strategic plan will outline areas of concern and a plan for addressing them.
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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>Mean (Average): 3.8 Range: 3-4 Median: 3.99 Mode: 4</p> <p>4 – Outstanding 3 – Good 2 – Average / Neutral 1 – Needs improvement 0 – Not satisfactory</p>	
<p>COMMENDATIONS</p>	<p>RECOMMENDATIONS</p>
<ul style="list-style-type: none"> * The Supt. worked well with the Business Manager, the Mayor and the SC to arrive at a budget that did not negatively impact children or programs. * The Supt. worked to keep services and programs intact without raising fees – even in this financial crisis. * The Supt. sought the input of stakeholders in the budget process. * Identifying effective actions to achieve a balanced and well-conceived FY2010 budget that improves/maintains our level of service without increasing fees. * Increasing available revenue <ul style="list-style-type: none"> - Facility rentals - Ripley rental - After school programs - Increased grant funding - Increased Medicaid reimbursements - Increased lunch reimbursements * Use of Stimulus and Title I funds to improve the MPS operations * Monthly financial reporting that provides timely insight into planned 	<ul style="list-style-type: none"> * The Supt. needs to work with the Early Childhood Center to ensure that it becomes a self-sufficient enterprise in the near future. * The Supt. needs to figure out how to use technology to help reduce costs. * The Supt. should identify up-and-coming programs in special ed where the school district can build out and charge tuitions. * Work to improve how fees are collected. * The Supt. needs to reevaluate current practice constantly to ensure that the practice and dollars assigned provide the most direct services for students. * Continue to focus on financial savings by working with neighboring districts. * Continue to look for savings and revenue opportunities.

versus actual expenditure and projections for year end.

- * Monitoring and controlling energy costs during a period of extreme price increases.
- * Managing out-of-district SPED tuition and transportation expenses.
- * The Supt. does a very good job being proactive to anticipate budget shortfalls and allocates dollars in a way that is consistent with the priorities of the community.
- * The Supt. and the Business Manager both do an excellent job in looking at outside sources of revenue and building new programs that are self-sufficient yet advance the mission of the department.
- * The budget process is transparent and clear.
- * The Supt. and Business Manager partner well to find creative ways to do more with less.
- * Even in a fiscally dismal year, programs and staff have been maintained, unlike many of our neighboring communities.
- * Presented balanced budget for FY2010.
- * No big budget surprises for FY2009.
- * Union contracts done well.
- * Prepared budget with limited cuts and personnel changes.
- * Negotiated with unions for new 3-year CBA [Collective Bargaining Agreement].
- * The recommendations from the Supt. and his team for providing an excellent education with continuing reductions in funding were outstanding.

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>Mean (Average): 3.4 Range: 2.5-4 Median: 3.5 Mode: (tie) 3 and 4</p> <p>4 – Outstanding 3 – Good 2 – Average / Neutral 1 – Needs improvement 0 – Not satisfactory</p>	
<p>COMMENDATIONS</p>	<p>RECOMMENDATIONS</p>
<ul style="list-style-type: none"> * The Supt. is honest and hard-working. He has the best interest of students in mind. * The Supt. works hard to maintain a harmonious community within the schools. * The Supt. is the #1 salesman of the Melrose Public Schools. * Efforts to engage staff in two-way communication and connect them to the overall school system mission. * Integrity in face of challenge or accusation. * Positive and caring attitude. * Outstanding dedication to all stakeholders. * Mr. Casey is a hard-working, knowledgeable and sincere individual who comes to work every day with the goal of improving the district and advancing education in Melrose. * The Supt. is ethical and honest, and truly cares about our staff and students. He is professional in his dealings with all stakeholders. 	<ul style="list-style-type: none"> * The Supt. needs to root out potential problems and address them before they become bigger problems. * The Supt. should be bold in his ideas about education. New techniques and initiatives should be tested to supplement tried and true methods. He should be the champion of innovation. * The Supt. strives to improve all aspects of education, but must understand that it is not a weakness to talk openly about the weaknesses of the district as well and publicly evaluate options. * The Supt. still needs to polish his public speaking, focusing on clarity, decisiveness and brevity. * Tone down occasional “beating around the bush”. * Take more responsibility/ownership of appropriate issues in public. * At times I have wondered if having a professional speaking coach give the Supt. a few pointers would be helpful.

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| <ul style="list-style-type: none">* Outstanding availability both to SC members and to public.* High visibility.* Very visible at school events.* Always available to discuss issues.* In my dealings with the Supt. I have always found him to be honest and forthright. When I bring up concerns or areas of weakness, he is always open to discussing them. I also feel that the Supt. shows flexibility by making changes based on feedback that he receives. | |
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MAJOR GOALS

1. Update the Strategic Plan with a focus on academic excellence.

<p>Completion:</p> <p>Mean (Average): 2.2 Range: 2-3 Median: 2 Mode: 2</p> <p>4 – Fully Completed 3 – Substantially completed 2 – Partially completed 1 – Substantially incomplete 0 – Not started</p>	<p>Performance:</p> <p>Mean (Average): 3.2 Range: 2.7-4 Median: 3 Mode: 3</p> <p>4 – Outstanding 3 – Good 2 – Average / Neutral 1 – Needs improvement 0 – Not satisfactory</p>
COMMENDATIONS	RECOMMENDATIONS
<ul style="list-style-type: none"> * The Supt’s help in identifying a strategic plan consultant with lots of experience was a big step in the right direction. * Moving in the right direction. * The Supt. has set the stage for a successful strategic plan by working with central office administrators and building principals, and by reviewing the previous strategic plan in order to evaluate successes and deficiencies. * The objectives are being met in a timely fashion with appropriate benchmarks accomplished. * Found good consultant to work with. * Communicated timeline. * Would be fully completed but need to wait until 2010. * Clear, concise goals and objectives. * On track. I think the identification of the consultants and the timeline were very important steps. * This is a very substantial goal and will incorporate many other goals. It will take time to do it right, and I think we are on the right track for that. 	<ul style="list-style-type: none"> * Community feedback is key. Focus groups must include parents of Melrose students who attend private schools and charter schools to find out what Melrose Public Schools should do better. Surveys will also be important for capturing information. * The timeline is aggressive, but it must be followed. * This initiative needs to kick it up a notch. * The strategic plan should begin as soon as possible with a set timeline and goals for completion. * Follow through. * Right on track with goals and objectives.

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

<p>Completion:</p> <p>Mean (Average): 2 Range: 1-3 Median: 2 Mode: 2</p> <p>4 – Fully Completed 3 – Substantially completed 2 – Partially completed 1 – Substantially incomplete 0 – Not started</p>	<p>Performance:</p> <p>Mean (Average): 2.9 Range: 1-4 Median: 2 Mode: (tie) 2 and 3</p> <p>4 – Outstanding 3 – Good 2 – Average / Neutral 1 – Needs improvement 0 – Not satisfactory</p>
<p>COMMENDATIONS</p>	<p>RECOMMENDATIONS</p>
<p>* The Supt. is good at communicating the positive achievements of Melrose students.</p> <p>* New programs, such as the ECC and the upcoming after-school program, are well publicized.</p> <p>* The Supt. is responsive to media requests and has taken his message to the TV screen.</p> <p>* ConnectEd has been an effective method of communicating important information.</p> <p>* Present usage of:</p> <ul style="list-style-type: none"> - ConnectEd - Supt’s Report in MSC meetings - Public forums - Press releases - Web postings - Regular meetings with newspaper reporters <p>* Interaction with civic groups.</p> <p>* In the last evaluation, this was a significant concern, and in my opinion, considerable progress has not been made. I do think the technical aspects of</p>	<p>* Right now, communication is mostly one way. We need to create mechanisms to provide regular feedback that will be useful in improving current programs.</p> <p>* The Supt. should work with the guidance department to survey graduates to find out what skills they need to succeed in college and beyond. That information will help us enhance curriculum in the high school.</p> <p>* Integrate Communication Improvement Plan into the Strategic Plan activity and subsequent actions.</p> <p>* Establish Melrose Public Schools Alumni Association and communicate with them (e.g. send them a newsletter).</p> <p>* Immediately improve on working with the media.</p> <p>* Additional educational forums and public meetings are always a way to involve the greater community and open dialogue about educational issues.</p> <p>* There is still confusion in the community around ConnectEd – something that can be addressed prior to a formal communication plan roll-out.</p>

<p>communication in regard to electronic and print forms of communication have been satisfactory, but there is a significant drop-off in media relations.</p> <ul style="list-style-type: none">* Some communication protocols are in place and used effectively.* The new website is up and running and a much better tool than the previous site.* Press releases and other communications done well.* Remains in progress but is on track for completion.* I do not feel that I have a good idea what this is as a written document, but I am aware of the substantial amount of information the Supt. has put into this area.* The numerous forums and outside meetings that the Supt. holds and attends are good examples of work in this area.	<ul style="list-style-type: none">* More formal plan.* More positive press releases.* Better web site.* Continue to work with FMS [Future Management Systems] for successful completion.* This will be an ongoing process. I did not expect that it would be completed quickly.* I would like something more formal presented.
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3. Create a comprehensive plan designed to recruit, hire, develop and retain high-quality staff as they are key to academic excellence.

<p>Completion:</p> <p>Mean (Average): 2.8 Range: 2.5-3 Median: 3 Mode: 3</p> <p>4 – Fully Completed 3 – Substantially completed 2 – Partially completed 1 – Substantially incomplete 0 – Not started</p>	<p>Performance:</p> <p>Mean (Average): 3.1 Range: 3-3.5 Median: 3 Mode: 3</p> <p>4 – Outstanding 3 – Good 2 – Average / Neutral 1 – Needs improvement 0 – Not satisfactory</p>
<p>COMMENDATIONS</p>	<p>RECOMMENDATIONS</p>
<p>* The Supt. has done an exceptional job in finding and retaining top staff. Key personnel are mostly in place and are making a positive impact in the school district.</p> <p>* Improvements in:</p> <ul style="list-style-type: none"> - # qualified applicants - advertising results and expense - unplanned attrition - time to fill a position <p>* I think the Supt. has proven he has the tools to evaluate talent and to hire strong people.</p> <p>* I also think the Supt. has done an excellent job in the health insurance transition and in clearly communicating with staff regarding expectations and changes.</p> <p>* Moving to a technology-driven recruiting model is offering cost savings and has improved candidate information.</p> <p>* Number of open positions kept low.</p> <p>* Increased efficiency in hiring.</p> <p>* Continue with web-based ads and on-line applications.</p> <p>* I think the stability of the</p>	<p>* A plan needs to be created to spotlight “master teachers” and use them as examples for teaching excellence around the district.</p> <p>* Continue identifying ways to improve our mentoring and professional development.</p> <p>* Complete and deploy an improved teacher evaluation process.</p> <p>* Expand the information related to employment with the Melrose Public Schools that is available on melroseschools.com.</p> <p>* The Supt. should be aggressive in working with the MEA to draft an evaluation process. Teachers need to be evaluated and held accountable or praised for their work.</p> <p>* Additional work should focus on partnering with local colleges/universities to build mutually beneficial student/district relationships.</p> <p>* Communicate plan to SC on how we are providing better professional development and support.</p> <p>* Would like to see new evaluation system and plan for underperforming staff.</p>

<p>administrative team is a testament to the Supt.'s work in this area.</p> <ul style="list-style-type: none">* The Supt. has worked hard to help the teachers gain their recertification in a timely manner.* The Supt. has supported better and more timely reviews of all personnel.	<ul style="list-style-type: none">* Would like to see something presented formally.
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4. Develop a facilities rental plan designed to maximize revenue in support of staffing, programming and materials that support academic excellence.

<p>Completion:</p> <p>Mean (Average): 3 Range: 2-4 Median: 3 Mode: 3</p> <p>4 – Fully Completed 3 – Substantially completed 2 – Partially completed 1 – Substantially incomplete 0 – Not started</p>	<p>Performance:</p> <p>Mean (Average): 3.4 Range: 3-4 Median: 3 Mode: 3</p> <p>4 – Outstanding 3 – Good 2 – Average / Neutral 1 – Needs improvement 0 – Not satisfactory</p>
<p>COMMENDATIONS</p>	<p>RECOMMENDATIONS</p>
<p>* The Supt. has done a good job using his connections in the world of education to find renters that will fill open school buildings in Melrose. * Very good utilization of facilities that benefits the quality of life in Melrose while also providing revenue to support capital improvements and facility maintenance. * I think we are almost at a point of maximizing rentals in all facilities while being able to meet in-house demands. * I think that Mr. Casey has done an excellent job in rental of the Ripley and utilization of the Franklin School. I think we have a number of opportunities to utilize the Beebe in the future. The Supt. and his staff have made it possible to use school space for both education and public good, an example being the inauguration and the Human Rights Commission, the Melrose Alliance Against Violence, and veterans' organization holding their functions within the schools. Utilization of school property for those individuals who do</p>	<p>* Renting the Beebe School is the top priority for the coming school year. * Complete In-Progress initiatives. * Update/enhance plan, as needed, to incorporate lessons learned and changes in needs. * Follow through and present to SC. * Keep looking for ways to partner with city / other districts & towns to increase revenue. * Still ongoing, and further revisions will be necessary.</p>

not have children in the schools exposes them to the importance of our educational system and builds greater support for educational initiatives in our community. The Supt. has done an excellent job in this regard.

- * Seems good so far.

- * Not fully completed due to time. Will be presented in near future. However, plan seems to be in alignment with goals and objectives.

- * Our rental income is up, and the consistency with which rules are applied is much better.

- * We have in place procedures which help to ensure that we can keep up our facilities and control who uses our equipment.

- * Rental of the Beebe and Ripley this year was great.