

**SCHOOL COMMITTEE MEETING  
AGENDA  
FRIDAY, MAY 15, 2020  
8:30-9:45 A.M.**

Per Governor Baker's order suspending certain provisions of the Open Meeting Law, G.L. c. 30A sec. 20, the public will not be allowed to physically access this School Committee meeting. Members of the Public can access this meeting via live stream at:

<https://us02web.zoom.us/j/88046109815?pwd=aW9yMlh3Rm5YdWFOZ0hmempyeHNqQT09>  
Meeting ID: 880 4610 9815

The School Committee reserves the right to implement additional remote participation procedures and will notify the public of these procedures as soon as practicable. Public comments are welcome via the chat box. Questions/Comments will be read and answered by the School Committee via live stream.

**I. Call to Order**

Chair announces meeting is being recorded.

**II. Review/Approve Minutes**

A. Meeting of May 8, 2020

**III. Information/Discussion Items**

A. 8:35-8:50: Teacher and Student Presentations

B. 8:50-9:10: Update on School Closure

C. 9:10-9:20: Superintendent Evaluation

**IV. Members'/Committee Reports as Needed**

**V. Warrants**

**VI. Action Items**

**VII. Public Comments**

**VIII. Adjourn Meeting**

The agenda items listed are those that the Chair reasonably anticipates will be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law. All School Committee meetings may be recorded via audio and video by the School Committee.

**Carlisle School Committee**

Minutes

Friday, May 8, 2020

8:30-9:45 a.m.

Remote Meeting Via Zoom

Present Via Zoom – School Committee: Christine Lear - Chair, David Model, Eva Mostoufi, Sara Wilson, Shannon Lavery.

Present Via Zoom – School Administration: James O’Shea, Superintendent; Matt Mehler, Middle School Principal; Dennet Sidell, Elementary Principal; Lori Bruce, Director of Student Support Services; Susan Pray, Business Manager; Nancy Anderson, Assistant to the Superintendent.

Meeting Documents:

Minutes of May 1, 2020		
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**Note: Per Governor Baker’s order suspending certain provisions of the Open Meeting Law, G.L. c. 30A sec. 20, the public was not allowed to physically access this School Committee meeting. Members of the Public were able to access this meeting via live stream at**

<https://us02web.zoom.us/j/321756655>

Meeting ID: 321 756 655

**Public comments were posted via the chat box. Questions/Comments were read and answered by the School Committee via live stream.**

**I. Call to Order**

Chair Christine Lear called the meeting to order at 8:31 a.m. Ms. Lear announced that the meeting is being recorded. Ms. Lear read the following statement:

*Teacher Appreciation Week could not come at a more appropriate time. While we don’t need an extreme situation to recognize that our children’s teachers are extraordinary, it is fortuitous that we can highlight the incredible efforts of the Carlisle faculty and staff as they are certainly in their finest hour.*

*Our schools have been amazing in their transition from exceptional, traditional schooling to providing our children with thoughtful, resourceful, quality distance learning. As one parent noted, it is like the faculty are building a plane as they fly it! Using established and new technologies, our children are provided with opportunities to learn and engage with one another and with faculty on a day to day basis. Ultimately, learning the lessons at hand and to be resilient in situations without established norms.*

*They do all of this while taking care of their own families. On behalf of the entire town and school community, the Carlisle School Committee would like to express our sincere appreciation for all that the faculty and staff do for our children, our families and our town.*

**II. Review/Approve Minutes**

Ms. Wilson moved to approve the minutes of May 1, 2020; Ms. Mostoufi seconded the motion. There was no discussion. The following votes were taken in roll call: Lear, aye; Lavery, aye; Model, aye; Mostoufi, aye; Wilson aye.

### **III. Information/Discussion Items**

- A. Update on School Closure. Mr. O’Shea began by referencing the car parade that took place last Friday. For more than two hours, the faculty and staff drove in a parade through the streets of Carlisle, escorted by police and fire trucks. Teachers saw families, children, and residents; it was a joyful occasion. Mr. O’Shea thanked all who participated in and planned the parade including Kate Reid, Chief Fisher, Chief Sorrows, and Linda Vanaria. Mr. O’Shea gave a special shout out to Principal Mehler, for wearing the husky costume and lifting everyone’s spirits. Mr. O’Shea continued with the update. The remote learning program is continuing through June 22. Mr. O’Shea is proud of all of the work our faculty and staff are doing on programming and instruction. The School continues to plan for the closing of the year. Currently teachers are packing up student materials. Lauren Sawyer, the School Nurse, will get in touch with parents about picking up medications. Mr. O’Shea met with the Local Emergency Planning Committee (LEPC) this week about short, intermediate and long term goals. Dr. Mehler has been working with the 8<sup>th</sup> grade graduation committee. Custodians are working on projects around the school. The solar canopy project is continuing. Mr. O’Shea is assembling a task force on back to school planning. There is also planning well underway for the traditional summer school, servicing students with special needs. If we are not allowed back into school in the summer, we are exploring how we provide remote learning for these students. Mr. O’Shea is looking at potential costs for these practices, and looking at ideas we will have to explore moving forward. The Town has concerns about state revenue, and FinCom has asked the School to explore a 5% reduction in its budget.
- B. Kindergarten and Pre-K Fees and Vote. Mr. O’Shea recapped the discussion at the previous meeting about the School practice of collecting fees in Kindergarten and Pre-K to offset teacher salaries. During the closure, the School continues to pay teachers and teachers are providing services to students. It is believed that the School should retain these funds to sustain these programs. Mr. Model made a motion to keep the fee structure in place; Ms. Mostoufi seconded the motion. The following votes were taken in roll call: Lear, aye; Lavery, aye; Model, aye; Mostoufi, aye; Wilson, aye.
- C. Student Opportunity Act Presentation and Vote. Mr. O’Shea reported that this year, the State Legislature passed a law called the Student Opportunity Act (SOA) to increase chapter 70 funds to towns in Massachusetts. Under this legislation, the Town of Carlisle will receive approximately \$50,000. Mr. O’Shea gathered information from the Commissioner of Elementary and Secondary Education’s office and the Massachusetts Association of School Superintendents, sharing that schools can present a plan that identifies ongoing programs to the State to receive funding. Evidence based program examples identified by the DESE include enhanced core instruction and targeted student supports. Mr. O’Shea shared that Tier II supports in grades 1-8 in literacy and math, the research-based literacy program Foundations, and the development of an enhanced summer program are all in place in Carlisle and qualify for SOA funding. Mr. Model moved that the Carlisle School Committee accept the Student Opportunity Plan as

presented; Ms. Mostoufi seconded the motion. The following votes were taken in roll call: Lear, aye; Lavery, aye; Model, aye; Mostoufi, aye; Wilson, aye.

- D. Superintendent Evaluation. Mr. O’Shea presented an overview of his goals for this year. He cited the Student Learning goal that encompassed developing a “Portrait of a Graduate;” identifying skills and qualities that CPS graduates should possess to navigate the changing world. His District Planning goal was to create an updated shared vision for the School. To help achieve these goals, Mr. O’Shea created the Visioning Committee. This committee of approximately 24 members met frequently throughout the year and made significant progress on developing a Portrait of a Graduate and identifying a shared vision of the school. Drafts of these documents will be available soon. Mr. O’Shea then shared his Professional Practice goal that encompassed a shared vision of excellence among the Leadership Team, evidenced by consistency in observation and feedback and adherence to the Educator Evaluation process. Prior to the closure, the Instructional Leadership Team was on schedule with the evaluation process. As of March 13, certain deadlines could no longer be met. Mr. O’Shea worked with the CTA to develop a Memorandum of Agreement (MOA) on how to move forward with evaluations. The school is now in compliance with the educator evaluation system guidelines. For his District Improvement goals, Mr. O’Shea cited that there is a school-wide implementation of Universal Design for Learning (UDL), Dr. Sidell and Dr. Mehler have focused on Tier II supports, and the School is also giving additional assessments for students. Another part of this goal has been providing a year of support for Lori Bruce, the new Director of Student Support Services. In her first year, Ms. Bruce has reinvigorated the SEPAC group and has worked to make adjustments in Special Education documentation and practices while considering feedback from the WestEd report. Ms. Bruce continues to plan for next year to implement practices to best support students and families. Mr. O’Shea addressed the School Closure, noting the many processes that have been planned and implemented since the closure. Mr. O’Shea asked the members to read and consider the documentation and reach out to him with questions. Mr. O’Shea then shared the Superintendent Evaluation form. Discussion ensued about revising the form to reflect the unusual circumstances in this school year. Mr. Model supported a focus on the broader approach, noting it was important to document Mr. O’Shea’s reaction to the crisis, the implementation of remote learning in a new environment, and how to best plan for the future of the School. It was felt that inserting a section of School Closure under each of the standards (Instructional Leadership, Management and Operations, Family and Community Engagement, and Professional Culture) would provide a more meaningful evaluation. Ms. Mostoufi suggested a section to review Mr. O’Shea’s accomplishments during the closure, and also a section on what we should be looking forward to in the fall. She agreed that the existing form is restrictive, and there is not opportunity to do much reflective thinking. There will be a different set of challenges moving forward and she supports giving credit to Mr. O’Shea on many accomplishments including establishing the Visioning Committee, changes in Special Education, and UDL. Ms. Lear noted that any goals moving forward are for the 2020-2021 school year. Ms. Mostoufi said she sees the evaluation as documentation on what has worked and what we can do better, so it can guide School Committee goals and Mr. O’Shea’s goals. Ms. Lear asked for final discussion about the evaluation form. Mr. Model’s proposal is that we scrap the existing form and use Mr. O’Shea’s grid and evidence to write a narrative on each point. He

supported documenting how Mr. O'Shea progressed on his goals up to March 12, how he did since March 12, then asking what members feel has to be done on those goals moving forward. He supported more of a narrative evaluation and incorporating a grid with the standards. Mr. O'Shea agreed with members writing a narrative on the goals, but the State asks for a rating on the standards. Ms. Lavery supported writing a paragraph for each goal; Ms. Mostoufi supported this revised form as well. Ms. Mostoufi noted the evaluation is supposed to be a useful, working document. Mr. O'Shea will send out the revised template. The template will be returned to Ms. Anderson by May 22. The information will be compiled and shared at the meeting on May 29.

#### **IV. Members'/Committee Reports as Needed.**

FinCom: Mr. Model shared that the School has been tasked with responding to the FinCom request for what a 5% reduction in the budget would look like. Mr. Model and Ms. Lear asked that Committee members listen to the FinCom meeting on Monday at 7:00 pm when this reduction is discussed. Mr. Model shared that the FY20 budget is in good shape, but the budget for FY21 is uncertain. The Town is gathering data. One outcome is that the guideline budget will be adjusted. Or, the budget will not be adjusted but the School will be asked to spend one twelfth of the budget per month starting in FY21, and come to the Town if more funds are needed. There are many unknowns at this time.

CCRS: Mr. Model noted that the Region is having a meeting with the Concord Finance Committee on Tuesday. Concord is also concerned about a possible reduction in State aid.

Visioning: Ms. Lavery reported that the Visioning Committee has been meeting more frequently.

Drafts of documents should be available soon.

Master Planning: Ms. Mostoufi reported that this committee is working on background information to give to the steering committee.

#### **V. Warrants**

There were no warrants.

#### **VI. Action Items**

There were no action items.

#### **VII. Public Comments**

Carrie Patel asked a question from the parent community about Teacher Appreciation Week. In past years, the PTO has hosted a luncheon for faculty and staff. Parents have asked if they can send gifts to teachers to the school. Mr. O'Shea noted that it's a different situation right now, so he will talk with Ms. Patel to develop a process and a plan. Currently, Ms. Patel has asked parents to email teachers.

#### **VIII. Adjourn Meeting**

Mr. Model made a motion to adjourn the meeting; Ms. Mostoufi seconded the motion. The following votes were taken in Roll Call: Lear, aye; Lavery, aye; Model, aye; Mostoufi, aye; Wilson, aye. The public meeting was adjourned at 9:41 a.m.

Respectfully submitted,

DRAFT

Nancy Anderson  
Assistant to the Superintendent

JAMES F. O'SHEA

# Carlisle Public Schools

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## Superintendent Evaluation

**School Committee Member: Christine Lear (CL), David Model (DM), Eva Mostoufi (EM),  
Sara Wilson (SW), Shannon Lavery (SL)**  
(The Committee Member's Name is required)

**May 29, 2020**

# Superintendent's Performance Goals

Goals should be SMART and include at least one goal for each category: professional practice, student learning, and district improvement.  
*Check one box for each goal.*

Goal(s)	Description	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
<b>Student Learning</b>						
1	<p><b>Student Learning Goal</b></p> <p>Ensure that the Carlisle Public Schools continues to prepare its students to be healthy, happy, productive and engaged students in our everchanging world, by engaging in the process of identifying explicitly those skills, qualities and characteristics which we desire each of our students to graduate CPS with. This 'profile of a graduate' will be a collaborative project and engage educators, parents and Carlisle community members in the process. The resulting 'profile of a graduate' will then guide the educational programming and experiences we provide to our students.</p> <p><b>School Committee Comments and Analysis:</b></p>					

	<b>Professional Practice</b>					
	<p><b>Professional Practice Goal</b></p> <p>Ensure a shared and consistent vision of excellence in instructional practices and student achievement among our Instructional Leadership Team (Middle School Principal, Elementary Principal, Student Services Director, and Superintendent). This will be measured by a high level of consistency in format, breadth and depth of classroom observation documentation and feedback, and 100% adherence with the Carlisle Educator Evaluation Process.</p> <p><b>School Committee Comments and Analysis:</b></p>					
2						

**District Improvement**

3	<p><b>District Improvement Goals</b></p> <p>Develop and maintain a shared vision and focus on school improvement within our administrative team. Communicate district objectives, and actively engage our administrative team in developing, implementing and evaluating district improvement strategies, especially those identified in the District Improvement Plan, with a focus on our multitiered system of instruction and support</p> <p>Support the work of our new Director of Student Support Services in addressing the needs of our special education students and department. Utilize feedback from Directors entry plan along with the report on the special education review conducted by WestEd to identify and implement strategies to support improvement in our delivery of special education services.</p> <p><b>School Committee Comments and Analysis:</b></p>					
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	<b>District Planning</b>					
	<p><b>District Planning Goal</b></p> <p>Engage the Carlisle school community and the broader Carlisle community in the process of updating our shared vision for our students and our school, through the creation of a Visioning Committee, which will guide and inform the work of developing such a vision for the Carlisle Public Schools. This vision should address the educational needs of students in our ever-changing world along with addressing the challenge of fluctuations in enrollments in the Carlisle Schools.</p> <p><b>School Committee Comments and Analysis</b></p>					
<b>4</b>						

## Superintendent's Performance Rating for Standard I: Instructional Leadership

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
<b>I-A. Curriculum:</b> Ensures that all instructional staff design effective and rigorous standards-based units of instruction consisting of well-structured lessons with measurable outcomes.				
<b>I-B. Instruction:</b> Ensures that practices in all settings reflect high expectations regarding content and quality of effort and work, engage all students, and are personalized to accommodate diverse learning styles, needs, interests, and levels of readiness.				
<b>I-C. Assessment:</b> Ensures that all principals and administrators facilitate practices that propel personnel to use a variety of formal and informal methods and assessments to measure student learning, growth, and understanding and make necessary adjustments to their practice when students are not learning.				
<b>I-D. Evaluation:</b> Ensures effective and timely supervision and evaluation of all staff in alignment with state regulations and contract provisions.				
<b>I-E. Data-Informed Decision Making:</b> Uses multiple sources of evidence related to student learning—including state, district, and school assessment results and growth data—to inform school and district goals and improve organizational performance, educator effectiveness, and student learning.				
<b>I-F. Instructional Leadership During the Covid-19 Closure:</b>				

<b>Overall Rating for Standard I</b> (Circle one.)	The education leader promotes the learning and growth of all students and the success of all staff by cultivating a shared vision that makes powerful teaching and learning the central focus of schooling.
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Unsatisfactory

Needs Improvement

Proficient

Exemplary

**Comments and analysis (recommended for any overall rating; required for overall rating of *Exemplary*, *Needs Improvement* or *Unsatisfactory*):**

**Examples of evidence superintendent might provide:**

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> Goals progress report  | <input type="checkbox"/> Analysis of staff evaluation data                      | <input type="checkbox"/> Relevant school committee meeting agendas/materials    |
| <input type="checkbox"/> Analysis of classroom walk-through data                              | <input type="checkbox"/> Report on educator practice and student learning goals | <input type="checkbox"/> Analysis of leadership team(s) agendas and/or feedback |
| <input type="checkbox"/> Analysis of district assessment data                                 | <input type="checkbox"/> Student achievement data                               | <input type="checkbox"/> Protocol for school visits                             |
| <input type="checkbox"/> Sample of district and school improvement plans and progress reports | <input type="checkbox"/> Analysis of student feedback                           | <input type="checkbox"/> Other: _____   |
|   | <input type="checkbox"/> Analysis of staff feedback                             |   |

## Superintendent's Performance Rating for Standard II: Management and Operations

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
<b>II-A. Environment:</b> Develops and executes effective plans, procedures, routines, and operational systems to address a full range of safety, health, emotional, and social needs.				
<b>II-B. Human Resources Management and Development:</b> Implements a cohesive approach to recruiting, hiring, induction, development, and career growth that promotes high-quality and effective practice.				
<b>II-C. Scheduling and Management Information Systems:</b> Uses systems to ensure optimal use of data and time for teaching, learning, and collaboration, minimizing disruptions and distractions for school-level staff.				
<b>II-D. Law, Ethics, and Policies:</b> Understands and complies with state and federal laws and mandates, school committee policies, collective bargaining agreements, and ethical guidelines.				
<b>II-E. Fiscal Systems:</b> Develops a budget that supports the district's vision, mission, and goals; allocates and manages expenditures consistent with district- and school-level goals and available resources.				
<b>II-F Management and Operations During the Covid-19 Closure:</b>				

<b>Overall Rating for Standard II</b> <i>(Circle one.)</i>	The education leader promotes the learning and growth of all students and the success of all staff by ensuring a safe, efficient, and effective learning environment, using resources to implement appropriate curriculum, staffing, and scheduling.
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Unsatisfactory

Needs Improvement

Proficient

Exemplary

**Comments and analysis (recommended for any overall rating; required for overall rating of *Exemplary*, *Needs Improvement* or *Unsatisfactory*):**

**Examples of evidence superintendent might provide:**

- Goals progress report
- Budget analyses and monitoring reports
- Budget presentations and related materials
  
- External reviews and audits

- Staff attendance, hiring, retention, and other HR data
- Analysis of student feedback
- Analysis of staff feedback
- Analysis of safety and crisis plan elements and/or incidence reports

- Relevant school committee meeting agendas/minutes/materials
- Analysis and/or samples of leadership team(s) schedule/agendas/materials
- Other: \_\_\_\_\_

## Superintendent's Performance Rating for Standard III: Family and Community Engagement

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
<i>Check one box for each indicator and circle the overall standard rating.</i>				
<b>III-A. Engagement:</b> Actively ensures that all families are welcome members of the classroom and school community and can contribute to the effectiveness of the classroom, school, district, and community.				
<b>III-B. Sharing Responsibility:</b> Continuously collaborates with families and community stakeholders to support student learning and development at home, school, and in the community.				
<b>III-C. Communication:</b> Engages in regular, two-way, culturally proficient communication with families and community stakeholders about student learning and performance.				
<b>III-D. Family Concerns:</b> Addresses family and community concerns in an equitable, effective, and efficient manner.				
<b>III-E. Family and Community Engagement During the Covid-19 Closure:</b>				

<b>Overall Rating for Standard III</b> <i>(Circle one.)</i>	This education leader promotes the learning and growth of all students and the success of all staff through effective partnerships with families, community organizations, and other stakeholders that support the mission of the district and its schools.
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Unsatisfactory

Needs Improvement

Proficient

Exemplary

**Comments and analysis (recommended for any overall rating; required for overall rating of *Exemplary*, *Needs Improvement* or *Unsatisfactory*):**

**Examples of evidence superintendent might provide:**

- Goals progress report
  - Participation rates and other data about school and district family engagement activities
  - Evidence of community support and/or engagement
  - Sample district and school newsletters and/or other communications
  - Analysis of school improvement goals/reports
  - Community organization membership/participation/contributions
  - Analysis of survey results from parent and/or community stakeholders
  - Relevant school committee presentations and minutes
  - Other: \_\_\_\_\_
-

## Superintendent's Performance Rating for Standard IV: Professional Culture

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
<b>IV-A. Commitment to High Standards:</b> Fosters a shared commitment to high standards of service, teaching, and learning with high expectations for achievement for all.				
<b>IV-B. Cultural Proficiency:</b> Ensures that policies and practices enable staff members and students to interact effectively in a culturally diverse environment in which students' backgrounds, identities, strengths, and challenges are respected.				
<b>IV-C. Communication:</b> Demonstrates strong interpersonal, written, and verbal communication skills.				
<b>IV-D. Continuous Learning:</b> Develops and nurtures a culture in which staff members are reflective about their practice and use student data, current research, best practices, and theory to continuously adapt practice and achieve improved results. Models these behaviors in his or her own practice.				
<b>IV-E. Shared Vision:</b> Successfully and continuously engages all stakeholders in the creation of a shared educational vision in which every student is prepared to succeed in postsecondary education and become a responsible citizen and global contributor.				
<b>IV-F. Managing Conflict:</b> Employs strategies for responding to disagreement and dissent, constructively resolving conflict and building consensus throughout a district or school community.				
<b>IV-G Professional Culture During the COVID-19 Closure:</b>				

<b>Overall Rating for Standard IV</b> ( Circle one . )	The education leader promotes the learning and growth of all students and the success of all staff by nurturing and sustaining a district-wide culture of reflective practice, high expectations, and continuous learning for staff.
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Unsatisfactory

Needs Improvement

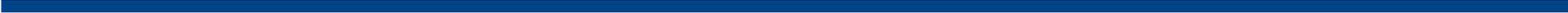
Proficient

Exemplary

<b>Comments and analysis (recommended for any overall rating; required for overall rating of <i>Exemplary</i>, <i>Needs Improvement</i> or <i>Unsatisfactory</i>):</b>

**Examples of evidence superintendent might provide:**

- Goals progress report
- District and school improvement plans and reports
- Staff attendance and other data
- Memos/newsletters to staff and other stakeholders
- School visit protocol and sample follow-up reports
- Presentations/materials for community/parent meetings
- Analysis of staff feedback
- Samples of principal/administrator practice goals
- School committee meeting agendas/materials
- Sample of leadership team(s) agendas and materials
- Analysis of staff feedback
- Other: \_\_\_\_\_



## End-of-Cycle Summative Evaluation Report: Superintendent

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**Superintendent:** \_\_\_\_\_ James F. O'Shea \_\_\_\_\_

**Evaluator:** \_\_\_\_\_ \_\_\_\_\_

**Name**

**Signature**

**Date**

### Step 1: Assess Progress Toward Goals (*Circle one for each set of goal[s].*)

Student Learning Goal(s)	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
Professional Practice Goal(s)	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
District Improvement Goal(s)	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
District Planning Goal(s)	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded



**Step 2: Assess Performance on Standards (Check one box for each standard.)**

**Indicators**

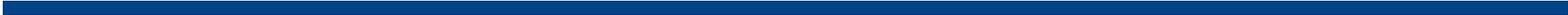
**Unsatisfactory** = Performance on a standard or overall has not significantly improved following a rating of *Needs Improvement*, or performance is consistently below the requirements of a standard or overall and is considered inadequate, or both.

**Needs Improvement/Developing** = Performance on a standard or overall is below the requirements of a standard or overall but is not considered to be Unsatisfactory at the time. Improvement is necessary and expected. *For new superintendents, performance is on track to achieve proficiency within three years.*

**Proficient** = **Proficient practice is understood to be fully satisfactory. This is the rigorous expected level of performance.**

**Exemplary** = A rating of *Exemplary* indicates that practice significantly exceeds *Proficient* and could serve as a model of practice regionally or statewide.

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
Standard I: Instructional Leadership				
Standard II: Management and Operations				
Standard III: Family and Community Engagement				
Standard IV: Professional Culture				



## End-of-Cycle Summative Evaluation Report: Superintendent

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**Step 3: Rate Overall Summative Performance** (*Based on Step 1 and Step 2 ratings; circle one.*)

Unsatisfactory

Needs Improvement

Proficient

Exemplary

**Step 4: Rate Impact on Student Learning** (*Check only one.*)

Low	Moderate	High
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**Step 5: Add Evaluator Comments**

Comments and analysis are recommended for any rating but are required for an overall summative rating of *Exemplary*, *Needs Improvement* or *Unsatisfactory* or Impact on Student Learning rating of *high* or *low*.

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**Comments:**

**Final Comments:**

**FINAL EVALUATION TO BE SUBMITTED TO DESE:**

OVERALL EVALUATION:

STANDARD I, INSTRUCTIONAL LEADERSHIP:

STANDARD II, MANAGEMENT AND OPERATIONS:

STANDARD III, FAMILY AND COMMUNITY ENGAGEMENT:

STANDARD IV, PROFESSIONAL CULTURE:

IMPACT ON STUDENT LEARNING, GROWTH, AND ACHIEVEMENT:

