

**SCHOOL COMMITTEE AGENDA
WEDNESDAY, JUNE 12, 2019**

I. Call to Order

Chair announces this meeting is being recorded.

II. Public Comments

III. Review/Approve Minutes

- A. Meeting of May 8, 2019
- B. Meeting of May 16, 2019

IV. Information/Discussion Items

- A. Student Showcase
- B. Introduction and Approval of Lori Bruce as Director of Student Support Services
- C. Carlisle Education Foundation
- D. Washington D.C. Follow Up
- E. Middle School Schedule
- F. Solar Project Update
- G. Superintendent Evaluation
- H. Municipal Facilities Representative
- I. Summer Meeting
- J. 2019-2020 School Committee Proposed Meeting Schedule

V. Communications/Correspondence

VI. Superintendent's Report

VII. Members'/Committee Reports as Needed

VIII. Warrants

IX. Action Items

X. Citizens' Comments

XI. Adjourn Meeting

Adjourn to Executive Session pursuant to MGL Chapter 30A, Section 21(a) with no intent to return to open session for the following purpose(s):

Purpose 7, To comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements. Mass. Gen. Laws Ch. 30, Section 21 A, consideration of release of executive session minutes from previous meetings.

DRAFT

Carlisle School Committee

Minutes

May 8, 2019

Carlisle School Community Room, Carlisle Schools, 83 School Street, Carlisle, MA 01741
7:00 PM

Present – School Committee: Melynda Gambino – Chair, David Model, Christine Lear, Sara Wilson. Newly elected member Eva Mostoufi was present but hasn't been officially sworn in as of this date.

Present – School Administration: James O'Shea, Superintendent; Matt Mehler, Middle School Principal; Susan Pray, Business Manager; Nancy Anderson, Assistant to the Superintendent.

Meeting Documents:

Draft Minutes of 4/10/19	Draft Minutes of 4/29/19	Superintendent Evaluation Document
Policy Reorganization Plan	School Fees	

I. Call to Order

Superintendent O'Shea called the meeting to order at 7:01 pm. Mr. O'Shea announced that the meeting is being recorded.

II. Committee Re-organization

Mr. O'Shea said the first Carlisle School Committee (CSC) meeting after the Town Election is the Committee re-organization. He asked for a motion to seat the School Committee members. Mr. Model moved to recognize Melynda Gambino, Christine Lear, Eva Mostoufi, Sara Wilson and David Model as members of the CSC; Ms. Gambino seconded the motion. All members present voted in favor of the motion. Mr. Model made a motion that Ms. Gambino be appointed as the CSC chair for the 2019-2020 year; Ms. Lear seconded the motion. All members present voted in favor of the motion. Ms. Gambino assumed the role of Chair for the meeting. Mr. Model made a motion that Ms. Lear be nominated as CSC vice chair; Ms. Wilson seconded the motion. All members present voted in favor of the motion. Ms. Lear motioned to appoint Nancy Anderson as CSC recording secretary; Mr. Model seconded the motion. All members present voted in favor of the motion. Ms. Lear motioned to appoint Susan Pray as treasurer of the District; Ms. Wilson seconded the motion. All members present voted in favor of the motion. Ms. Lear motioned to appoint Mr. Model and Ms. Mostoufi as members of the Regional School Committee; Ms. Wilson seconded the motion. All members present voted in favor of the motion. Mr. Model motioned to appoint Ms. Wilson as the primary CSC member to sign warrants and Ms. Lear as the secondary person to sign warrants; Ms. Gambino seconded the motion. All members present voted in favor of the motion. Ms. Gambino announced that all other Committee appointments will be discussed as needed.

DRAFT

Mr. Model was asked to comment that the Carlisle School Committee (CSC) and the Carlisle Teachers' Association (CTA) reached an agreement on two consecutive contracts. One covers the current year 2018-2019 and the other is for the next 3 years, 2019-2022. He stated that the contacts reflected a good outcome for both parties. The community, the teachers, and the administration all understand the pressures of this process, and now everyone can work on providing the best educational experience for our students. Mr. Model thanked Cynthia Sorn of the Carlisle Mosquito for her accurate reporting during the process.

III. Public Comments

There were no public comments.

IV. Review/Approve Minutes

Ms. Lear made a motion to approve the minutes of the meeting of April 10; Mr. Model seconded the motion. All members present voted in favor of the motion. The minutes were approved with one minor edit. Ms. Lear motioned to accept the minutes of April 29; Mr. Model seconded the motion. All members present voted in favor of the motion.

V. Information/Discussion Items

A. 2020 8th Grade Washington DC Trip. Matt Mehler presented. Dr. Mehler started by saying he does not take this trip lightly, as it involves significant costs for Carlisle families. Dr. Mehler had gathered school data from neighboring communities on the Washington DC trip. On average, the cost of the trip increases \$80-100 a year for all districts. If people fly rather than take a bus, the overall cost is approximately \$300-400 more per student. Some schools do fundraising to help with the cost. Dr. Mehler's goal is that all Carlisle students who want to go on this trip can go. This year, in 2019, there are 65 students going, and the company is World Strides. The cost is \$1295 per student. If people decide to take a bus, it is less expensive but if people fly, they leave at 6am and are in DC cemetery by 10:30. So the cost pays for more time in DC. The School hasn't signed a contract yet for the 2020 trip. Dr. Mehler will go on the trip this year and experience it, so he can make a well informed decision about vendors. Capital Tours gave us a very competitive price. Dr. Mehler's goal is to keep the cost under \$1,000 per student. The trip had been in April during school vacation week, but it was moved to June to tie it to curriculum. Prior to the DC trip, the 8th graders had various activities (such as a Boston Harbor cruise and a trip to see Blue Man Group) at significant expense. The DC trip supplants the previous graduation events. Ms. Gambino questioned if the end of year activities could be funded by the class treasury. It is not believed that the treasury has enough funds to pay for the DC trip. Dr. Mehler's goal is to lower the cost for all students plus pay for families that can't afford it. Dr. Mehler is asking the CSC to approve the Washington DC trip contingent on him negotiating with most affordable vendor possible. Ms. Gambino asked Dr. Mehler to attend the June CSC meeting to report back about the trip. She asked for concrete fundraising ideas. Dr. Mehler said that this past year there was a car wash fundraiser and an anonymous donation to help fund the trip. Ms. Mostoufi asked if Dr. Mehler has gone back to World Strides to see if they could match the significantly lower price that Dr. Mehler found from another vendor. It was noted that World Strides' staff starts the tour on the bus from the airport, pointing out sites

DRAFT

to students. World Strides pick students up from Carlisle and transports them back to Carlisle. (Bedford Charter would have to be hired if the school contracted with another vendor and would charge \$20 per student to transport them to and from the airport.) Ms. Mostoufi shared that sometimes these companies offer lower prices to get Schools to sign up and the price might increase the following year. Dr. Mehler would like to lock in the date for 2020 and get the best deal for our families. Dr. Mehler is happy to share at June meeting how trip went and what fundraising will occur. He believes that students should have some ownership of funding this trip. Mr. Model moved to waive the usual practice of deliberating at one meeting and voting at the next with the provision that Dr. Mehler attends the June CSC meeting; Ms. Lear seconded the motion. All members present voted in favor of the motion. Mr. Model moved that the 2020 Washington DC trip be approved as presented, with the provision that fundraising plans will accompany it; Ms. Wilson seconded the motion. All members present voted in favor of the motion.

B. Solar Project Update and Timeline. Rob Jackson from Ameresco was in attendance, along with other Ameresco employees. Jon DeKock from the Solar Working Group attended, as did Rob Fortado, Carlisle Public Schools' Facilities Manager. Rob Jackson presented a slideshow that included the proposed solar project schedule. Mr. Jackson reported that Ameresco had meetings with Planning Board to discuss the site plan review process. The Planning Board has one meeting in June. Ameresco would ideally like to submit their proposal at the end of June and attend the July Planning Board meeting to get site plan approval. Permits are needed and then they can apply to the SMART program. It takes a couple of months to approve the plan and give the block number, that was initially estimated to be block 3 or 4. The block number Carlisle gets depends on how many projects are ahead of Carlisle. Projects are reviewed in the order they are submitted. Jon DeKock noted that the timing of the project is different from previous projections. Mr. Model hoped the infrequency of Planning Board meeting in the summer would not delay the review process. Ms. Gambino asked how long design work takes and Mr. Jackson said it takes a couple of weeks. Mr. O'Shea asked that when Ameresco has a design, representatives should come back to the CSC for approval, as there are concerns about the height of the canopies over the bus area (if there is enough space for busses to park and pull out safely.) Mr. Jackson said from the time of SMART approval, Ameresco has one year to build the structure. An Ameresco representative said it takes approximately 2 months from time they start in parking lot to complete the project. Once there is SMART approval, panels are ordered and delivery takes about 6 months because of high demand. SunPower is the panel vendor. It is ideal to do the paving project in the warmer months. Ms. Gambino asked what we can do to move forward and get into the SMART program. Peter Gambino, Planning Board chair, called in to the meeting at 8:00 p.m. Mr. Fortado said paving should not be done until the temperature is 50 degrees or more. Grinding down the existing lot also has to be done. Ms. Gambino asked if it is possible to have a special meeting between regularly scheduled Planning Board meetings in June and the Chair, Mr. Gambino, said the Committee is flexible. Mr. DeKock asked how many meetings the Planning Board needs before they sign off on the site plan. Mr. Gambino said the tighter design it is, the faster they can sign off. If Ameresco wants to reach out to Board to run things by them, they can. Mr. Model emphasized that the faster we can get things done, the better we can be in the queue for SMART funding. Mr. DeKock summarized that the CSC has to sign the lease, the Board of Selectmen has to approve the lease, Ameresco has to do the survey, and once site plan is reviewed then they can apply for SMART program which controls the cost for the town. Mr. Model asked for a

DRAFT

timeline and action steps that need to be taken. Mike Williamson from Ameresco talked about the paving process. Their recommendation is to strip pavement in the parking lot this summer, put down a 1 ½ inch binder, then complete paving project next year. Paving would start in April and continue in June. Rob Fortado is concerned with plowing over the binder in the winter. He also said there are catch basins and manhole covers in the parking lot area which could be problematic. Mr. Williamson said the project takes a total of 2 months. Mr. Model supports doing it all in summer of 2020. Jon DeKock said Sunshine Paving is the vendor that has been selected, asked Ameresco to talk with them about the timeline. The Ameresco representatives were thanked. Ms. Gambino said CSC members have received the lease, and she will ask for feedback from members, review the lease with a lawyer and have another meeting to discuss it. The Board of Selectmen (BOS) is expecting to execute the lease for the school on May 14. The BOS needs to approve it, and CSC has to sign it. There will be a CSC meeting next week to discuss, vote and sign the solar lease.

C. Carlisle Education Foundation (CEF) Spring Grants. Jill DeCosta presented for the CEF. The CEF received 5 grant proposals this spring and committed to funding 4 for \$8972.36. One was for \$4700, and is for promoting positivity in school, where an artist in residence will create artwork be painted on the stairwell leading to gym. Another was for rocket notebooks in the amount of \$1686.40 to help rising 8th graders go paperless next year. These help kids with executive functioning issues and organizational support, and will be used in social studies, language arts and math. A third grant funded sensory pathways for \$1298.96. Sue Ross and April Colson, Occupational Therapists, are creating new pathways in school for students. These pathways promote an innovative way for student transitions. The 4th grant funded the Public Policy Institute Conference about building capacity for safe and successful schools for \$1287. Jeff Hechenbleikner will attend this conference in July about trends in policy and practices to insure opportunity and access for all students. Mr. Model moved to waive the usual practice of deliberating at one meeting and voting on it at the next; Ms. Lear seconded the motion. All members present voted in favor. Ms. Lear moved to gratefully accept the CEF grants as presented; Mr. Model seconded the motion. All members present voted in favor.

D. Superintendent Evaluation Planning. Mr. O'Shea presented. Each year the CSC has to evaluate the Superintendent as directed by the Department of Education. The form, which includes the standards that Mr. O'Shea has been implementing, will be forwarded to all Committee members that will be evaluating Mr. O'Shea. The form will be returned to Nancy Anderson by May 31, and the results will be compiled onto a final form and presented at the June CSC meeting. Ms. Gambino encouraged each CSC member to meet with Jim individually.

E. Policy Reorganization and Review. Mr. O'Shea has reorganized the Carlisle policies. As history for the new members, it was stated that in Concord, the CSC policy subcommittee meets and reviews policies. The CSC felt we could review our own policies and reference MASC policies to propose updated versions. Mr. O'Shea proposed a list of policies for review in 2019-2020. Ms. Gambino said that if there is a subcommittee for policy review, it could meet and decide on how to approach the policies. Mr. Model recommended reviewing Section B policies first. He reminded members that one discussion the Committee has had is to define what is a true policy. It was thought that the Section J policies would help members become familiar with policies. Ms. Lear and Ms. Wilson expressed interest in being on the policy subcommittee. Ms. Mostoufi will join in sometimes as well.

F. School Fees. Ms. Pray stated that the fee increases were voted on last year. She wasn't recommending any changes for FY20. She mentioned that the bus fee letter is sent to

DRAFT

families now because it is easier to get fees before families disperse for summer. Ms. Lear asked that fees be discussed in the April CSC meeting next year. Ms. Gambino asked if the bus fees should be increased this year. We charge a fee to 7th and 8th grade students only. Ms. Pray said that schools are not obligated to provide bus transportation for 7th and 8th grade students. Mr. Model defers to the Business Manager to make the decision on the fees. Mr. Model moved to waive the usual practice of deliberating in one meeting and voting in the next; Ms. Wilson seconded the motion. All members present voted in favor. Ms. Lear made a motion to approve the fees as presented; Ms. Wilson seconded the motion. All members present voted in favor.

G. Summer Meeting Plan. Members will send their summer availability to Ms. Anderson. Mr. O'Shea will send out a Doodle poll on dates. The dates that worked for most members were in early or late July.

VI. Communications/Correspondence

The communications folder was circulated.

VII. Superintendent's Report

Highlights of Superintendent Jim O'Shea's report included:

There is a committee of 16 for the Director of Student Support Services search. The committee identified candidates, interviewed 5, and recommended one to move forward in the process. The position will be posted again to look for additional candidates. The school and community are meeting with the recommended candidate and have a site visit with her on Monday.

At Town Meeting, the solar article moved forward, the study for Spalding field was approved, and the School budget was approved.

Colonial Roadshow in 5th grade

Field trips to Plimoth Plantation, Faneuil Hall, Harvard Museum, Drumlin Farm, Science Museum, Lowell Mills

8th Grade visits CCHS

Field Day coming up on 5/23

Kindergarten Chicka Chicka Boom Boom performance went well

Kindergarten parents night was this past week

Artist in residence program is occurring now

Elementary Music Assembly

6th grade author visit

3rd grade evening showcase with Artlink

Kindergarten screening on 5/20

Memorial Day assembly

Outdoor ed meeting

Retirements taking place

Interviewed for Health teacher, hired Meghan Coffey

There is a finalist for the French teacher position

There is a 1st grade position open because Jen Demers won't be returning

VIII. Members'/Committee Reports as Needed

DRAFT

There were no committee reports.

IX. Warrants

- A. Accounts Payable Warrant #7319; \$64,515.44
- B. Payroll Warrant #7119; \$383,675.97

X. Action Items

There were no action items at this time.

XI. Citizens' Comments

Cynthia Sorn, Rutland Street, asked if the Teachers' Contract has been updated yet. Mr. Model answered that he just received a draft of the contract today and it is incomplete.

XII. Adjourn Meeting to Executive Session pursuant to MGL Chapter 30A, Section 21(a) with no intent to return to open session for the following purpose(s):

Purpose 7, To comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements. Mass. Gen. Laws Ch. 30, Section 21 A, consideration of release of executive session minutes from previous meetings.

Mr. Model moved to adjourn to executive session for Purpose 7 listed above; Ms. Wilson seconded the motion. The following votes were taken in roll call:
Model, aye; Gambino, aye; Lear, aye; Wilson, aye.

The public meeting was adjourned at 9:46 p.m.

Respectfully submitted,

Nancy Anderson
Assistant to the Superintendent

DRAFT

Carlisle School Committee

Minutes

May 16, 2019

Superintendent's Office, Carlisle Public Schools, 83 School Street, Carlisle, MA 01741
8:30 a.m.

Present – School Committee: Melynda Gambino - Chair, David Model, Eva Mostoufi, Sara Wilson

Present – School Administration: James O'Shea, Superintendent; Susan Pray, Business Manager

Meeting Documents:

Draft Solar Lease	Draft Solar Power Purchase Agreement	CSC comments on same
-------------------	--------------------------------------	----------------------

I. Call to Order

Chair Melynda Gambino called the meeting to order at 8.32 a.m. Mr. Model served as Acting Secretary for the meeting.

II. Information/Discussion Items

- A. Solar Project Update: Ms. Gambino reported that in a pre-application meeting between Ameresco and the Planning Board, it came to light that the Transfer Station is built on the site of a former landfill, and that this would require a much deeper set of anchoring holes to be dug. Ameresco does not think that project is now economically viable and it is an open question as to whether the School project can go forward separately. In the meantime, the Town, its Board of Selectmen and the School feel the contracts for the School project should be finalized. The BoS voted in favor, with comments, in its meeting on May 14th. Ms. Gambino circulated the comments she had. Ms. Sorn of the Mosquito, in attendance, asked whether Ameresco had conducted bore samples of the Transfer Station to assess the ground structure; we do not know the answer at this time.

III. Superintendent's Report

Superintendent O'Shea reported on the process to recruit a new Director of Student Services. Lori Bruce, a finalist, had met with staff and parents on May 13th; additional resumes have been received and will be evaluated by the DSS Search Committee today. Mr. O'Shea also mentioned parents' meetings to present the new Middle School schedule. One meeting was held last night and another is scheduled for tonight.

IV. Members'/Committee Reports as Needed

- A. Board of Selectmen: Ms. Gambino reported that BoS would like a member of the CSC to serve on the Long Term Capital Requirements Committee (LTCRC). There was a discussion about whether certain items should be considered capital or operating

DRAFT

expenses. It was agreed that the School's expenditures should not be treated any differently than those of other Town departments. Ms. Wilson volunteered to serve on the LTCRC.

- B. Parent-Teacher Organization: Ms. Gambino asked for a volunteer to serve as liaison to the PTO. It was agreed that this should be a rotating assignment for all Committee members.

V. Action Items

- A. Mr. Model made a motion that the School Committee vote to approve the Solar Lease, payment schedule, and Solar Power Purchase Agreement, subject to edits to the Lease as discussed at this meeting and the Board of Selectman's meeting on May 14th, and to authorize Town Counsel to make the edits to the Lease, and to authorize the Chair to sign the Lease and the Solar Power Purchase Agreement on behalf of the School Committee. Ms. Wilson seconded. The motion passed unanimously.

VI. Warrants

- A. Payroll Warrant #7719 \$492,071.14. Includes retroactive adjustments made for new teacher salaries pursuant to the MOA signed with the CTA.
- B. Accounts Payable Warrant #7919; \$116,826.43.

VII. Other Business

There was no other business.

VIII. Adjourn Meeting

Mr. Model made a motion to adjourn the meeting, Ms. Mostoufi seconded the motion, and all members present voted in favor. The public meeting was adjourned at 9:13 a.m.

Respectfully submitted,

David Model
Acting Secretary

**School Committee Meeting
Wednesday, June 12, 2019
7:00 p.m.
Student Recognition**

Model UN:

Nora Molten
Lucas Lee
Natalie Dudko
Alexander Sproule
Darian Cosic
Jason Wang
Alexan Rivier
Madeline Ho
Maya Lennox
Maggie Kalkstein
Issy Neal
Haley Hicks

Singing a Duet

Natalie Dudko and Madeleine Ho

Presenting for the Band

Lucas Lee and Maggie Kalkstein

Community Service - 8th grade Health

Iola Chen
Lucy Keene
Arianna
Liam Graham
Isabelle Jaffe

Athletics:

Field Hockey

Megan Fairbank
Cira Letteri
Lydia Karle
Isabelle Jaffe

X-C

Willow Cyr
Ethan Jina

Basketball - Boys'

Roman Caggiano or Raul Babu

Basketball - Girls'

TBA

Softball

Cira Letteri

JAMES F. O'SHEA

Carlisle Public Schools

Superintendent Evaluation

**School Committee Member: David Model (DM), Josh Kablotsky (JK), Melynda Gambino (MG),
Christine Lear (CL)**

(The Committee Member's Name is required)

June 12, 2019

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
Student Learning						
1	<p>Student Learning Goal</p> <p>Ensure a shared 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>Progress</p> <p>Over the course of the summer of 2018 and the 2018-2019 school year the members of the administrative team responsible for the supervision and evaluation of our professional staff took part in an Evaluation Workshop” which spanned four in service sessions. The program was designed to support consistency and heighten the value of feedback and the evaluation process. These in service sessions assisted our team in aligning school goals, teacher goals, observations and feedback which supported our team’s ability to meet the requirements of the Educator Evaluation System. I am pleased to report that at the time of this writing our district is on track with all evaluation timelines.</p>				CL, DM, MG, JK	
Professional Practice						

2	<p>Professional Practice Goal</p> <p>Engage parents, families, and community members in the work of the district by providing opportunities for them to participate in conversations regarding district programming and contemporary educational issues, and by providing opportunities for the community to share feedback and perspectives on key topics which the district is working on. In addition, we will take initial steps to improve family engagement through the selection and successful implementation of a new Student Information System (SIS) and its associated communication module.</p> <p>Progress</p> <p>Family and Community engagement is a fundamental part of our work and this year our team has worked to ensure communication and engagement is and was robust. Earlier in the year, with the input of parents, the district decided to move to a new Student Information System (SIS) PowerSchool for the 2019-2020 school year. In addition to engaging parents in the process, the new SIS should also improve communication and engagement with parents in a variety of ways, including allowing them easier access to their child's personal information and allowing us to communicate more effectively with parents.</p> <p>This year parents and community members have also been engaged in dialogues and the work surrounding alternative structured learning time (Husky Home Days), our World Language Program/Committee, and the revamping of our middle school structure. Seeking to further connect with the community, I have also been participating in the master planning process for the town through my volunteering on the Master Planning Advisory Committee.</p> <p>As the town's master planning process moves forward, it will remain incumbent upon both to work closely to ensure the vitality and sustainability of both.</p>			MG	CL, DM, JK	
District Improvement						

3	<p>District Improvement Goal</p> <p>Develop 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</p> <p>Provide a Rich, Rigorous and Relevant Curriculum:</p> <p>Provide a rich, rigorous, and relevant curriculum, which ensures students develop academic and intellectual skills, along with, the social and emotional competence to be confident, engaged and successful global citizens in the 21st century.</p> <p>Progress Highlights 2018-2019</p> <p>Developed K-8 Digital Citizenship/Digital Literacy strands and curriculum</p> <p>Implementation of identified Digital Citizenship/Literacy curriculum. Further development necessary for full implementation in the middle school</p> <p>Special presentation by the District Attorney’s office on Digital Citizenship/Cyber responsibilities for middle school students</p> <p>Expanded coding, drafting and multi-media opportunities into existing curriculum. Integration of Tinkercad and 3D printing into 7th and 8th Grade Social Studies programs.</p> <p>ArtLink project links Carlisle 3rd grade classrooms to classrooms in Kenya, India and Russia</p> <p>Build a Community of Respect and Inclusion in a Safe and Healthy Learning environment:</p> <p>Build a community of inclusion, which understands accepts and embraces diversity, where all students feel known, cared for, welcome, respected and enjoy their educational experience.</p> <p>Progress Highlights 2018-2019</p> <p>Olweus program successfully implemented in grades K-8</p> <p>Second year of Olweus data being gathered through student surveys this spring</p>				CL, MG, JK	DM
---	---	--	--	--	------------	----

	<p>Facing History and Ourselves program on Civil Discourse for middle school teachers</p> <p>Professional development for faculty on Mindfulness for self and students</p> <p>Supported <i>What School Could Be</i> book study. The group identified a desire to continue working on the concepts of project based authentic work for students.</p> <p>Ensure Equity and Excellence in Learning:</p> <p>Ensure that all students have access to high quality content and differentiated instruction that provides for the academic, social and emotional supports required to ensure success for all students.</p> <p>Progress Highlights 2018-2019</p> <p>Enhanced professional development program for paraprofessionals to better meet the needs of students.</p> <p>Expanded our integration of social/emotional supports via the Olweus program to all grades.</p> <p>Piloting of Aimsweb student performance tracking program for Tier 2 and Tier 3 services. Note: The Aimsweb tool was not perceived as effective by faculty involved in the pilot program.</p> <p>Professional development program for faculty and staff during the fall centered on supporting our EL students. The professional development program was developed and delivered by our EL teacher Kristy Hartono</p> <p>Middle and elementary principals along with middle school faculty have been working on developing a new schedule which will allow for the availability of more Tier 2 support for struggling students.</p>					
--	---	--	--	--	--	--

4	<p>District Planning Goal</p> <p>Explore possible models for restructuring resources at the middle school level and seek opportunities to refine processes in grades PreK-8, in order to meet the needs of students while also addressing declining enrollments and budgetary restraints. The goal would be to identify approaches that would have a budgetary impact without compromising quality. The goal would be to identify a number possible options by the end of the 2018-2019 school year with the intention of piloting a component in 2019-2020.</p> <p>Progress</p> <p>During the 2018-2019 school year the district undertook a deep dive into possible models for restructuring our middle school in light of enrollments which have decreased in the past ten years. Much research and data was gathered with regards to other middle school models being used across the commonwealth and the nation. The school administration, working with the teachers explored possible models and assessed positive and negative impacts of each. Parents and community members were also engaged in this dialogue which prompted much conversation and discussion among educators and the parents and community members. The result of the initial exploration demonstrated that the current middle school model is held in high regard by parents and educators alike.</p> <p>Ensuing discussion continue to identify current enrollment and enrollment projections as concerns which require attention as they will have an ongoing impact on town resources and students experiences. The exploration of restructuring has been refocused on research into the most contemporary and innovative approaches to elementary and middle school instruction. This will be one of the areas of research for the district this summer and during the 2019-2020 school year, and I look forward to engaging faculty, parents and community members in this work.</p>		MG	CL, JK	DM	
---	---	--	----	-----------	----	--

Superintendent's Performance Rating for Standard I: Instructional Leadership

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
<p>I-A. Curriculum: Ensures that all instructional staff design effective and rigorous standards-based units of instruction consisting of well-structured lessons with measurable outcomes.</p>			CL, DM, MG, JK	
<p>I-B. Instruction: 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.</p>			CL, DM, MG, JK	
<p>I-C. Assessment: 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.</p>			CL, DM, MG, JK	
<p>I-D. Evaluation: Ensures effective and timely supervision and evaluation of all staff in alignment with state regulations and contract provisions.</p>			CL, DM, MG, JK	
<p>I-E. Data-Informed Decision Making: 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.</p>			CL, DM, MG, JK	

Overall Rating for Standard I (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.
--	---

Unsatisfactory

Needs Improvement

Proficient
 CL, DM, MG, JK

Exemplary

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

CL: Superintendent O’Shea has had another great year. He continues to show his natural respect and enthusiasm for our students, faculty, staff and parents/guardians. He has worked diligently to be present while looking ahead to prepare CPS for the future. There were times when the response to looking ahead was met with deep concern by our stakeholders. Jim read the moment and immediately stepped up his interactions with the community. It doesn’t mean the conversations were easy, but Jim did not hesitate to reach out to parents and guardians.

Superintendent O’Shea has a warm, casual personality that goes a long way toward setting a great tone at CPS. This is not to say he is not incredibly contemplative in all that he does. He is well versed in his role, is eager to participate in professional development, and takes his job very seriously. We are fortunate to have Jim O’Shea for our Superintendent.

MG: Jim has demonstrated a steadfast commitment to providing rich and rigorous educational experiences for Carlisle students. Jim has spent time to engage faculty and administration in dialogue about new approaches and educational practices to help students achieve the skills and competencies needed to be successful in their academic careers, and to be well prepared for life ahead in today’s society. He brings energy and excitement and thoughtfulness to these discussions.

JK: On district improvement goal, I would like to see the superintendent identify challenges on the horizon and then motivate and lead the effort to meet the challenges. The district has been slow to adapt to the fiscal challenges -- to take advantage of declining enrollments in order to reduce and shift spending. The district’s SPED budget has been growing unsustainably and faster than the rate of inflation. Long term success of the district depends on confronting these challenges. As the district delays confronting these challenges, the challenges do not diminish, but the flexibility to address them and the opportunity to try solutions experimentally do.

Examples of evidence superintendent might provide:

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

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

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
<p><i>Check one box for each indicator and circle the overall standard rating.</i></p> <p>II-A. Environment: Develops and executes effective plans, procedures, routines, and operational systems to address a full range of safety, health, emotional, and social needs.</p>			CL, DM, MG, JK	
<p>II-B. Human Resources Management and Development: Implements a cohesive approach to recruiting, hiring, induction, development, and career growth that promotes high-quality and effective practice.</p>			CL, DM, MG, JK	
<p>II-C. Scheduling and Management Information Systems: Uses systems to ensure optimal use of data and time for teaching, learning, and collaboration, minimizing disruptions and distractions for school-level staff.</p>			CL, DM, MG, JK	
<p>II-D. Law, Ethics, and Policies: Understands and complies with state and federal laws and mandates, school committee policies, collective bargaining agreements, and ethical guidelines.</p>			CL, DM, MG, JK	
<p>II-E. Fiscal Systems: 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.</p>			CL, DM, MG, JK	

<p>Overall Rating for Standard II (Circle one.)</p>	<p>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.</p>
---	---

Unsatisfactory

Needs Improvement

Proficient
CL, DM, MG, JK

Exemplary

<p>Comments and analysis (recommended for any overall rating; required for overall rating of <i>Exemplary</i>, <i>Needs Improvement</i> or <i>Unsatisfactory</i>):</p> <p>CL: Superintendent O’Shea has experienced a lot of operational change this year. He approaches these changes, as he does everything, with a sense of opportunity. He is inclusive and open minded in both staffing changes and new technologies.</p> <p>Additionally, Jim has made some decisions that he could have left alone. His appreciation for our students and their experience at CPS made his decision easy and our entire community will benefit from his choices. Jim also did a fabulous job keeping the faculty and staff together during the extended contract negotiations.</p> <p>He is mindful of the financial stress of the town and protects resources without shortchanging our students. He developed a strong budget and closely monitors it with the Business Manager.</p> <p>JK: Prudent fiscal management requires comprehensive planning. That process was begun this past year. It should be extended to include regular updates to the multi-year plan, comparison of actuals to plan, and adjustment of planning process.</p>

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
<p><i>Check one box for each indicator and circle the overall standard rating.</i></p> <p>III-A. Engagement: 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.</p>			CL, MG, JK	DM
<p>III-B. Sharing Responsibility: Continuously collaborates with families and community stakeholders to support student learning and development at home, school, and in the community.</p>			CL, MG, JK	DM
<p>III-C. Communication: Engages in regular, two-way, culturally proficient communication with families and community stakeholders about student learning and performance.</p>			CL, MG, JK	DM
<p>III-D. Family Concerns: Addresses family and community concerns in an equitable, effective, and efficient manner.</p>			CL, MG, JK	DM

<p>Overall Rating for Standard III <i>(Circle one.)</i></p>	<p>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.</p>
--	--

Unsatisfactory

Needs Improvement

Proficient
CL, MG, JK

Exemplary
DM

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

CL: He, as the job requires, is engaged in as much of the community and town activities and governance as possible. He easily represents the processes, choices and happenings at CPS with the community at large.

Happy to be engaged in the process, it is easy to see that Jim confidently relies on the skills and abilities of his staff and faculty. He is equally comfortable making choices that may not be initially popular, knowing his goal in the long term.

And finally, Jim's support and guidance for families and the CPS community during the loss of a beloved student was all that we could ask of him. He continues to be mindful and supportive of those still struggling with this loss.

DM: Jim excels in this area. He has become much more confident and effective in his communications this year. We also had some difficult family issues to handle and Jim did so with concern and to positive conclusions.

MG: Jim's warm, approachable nature makes him accessible to students and families. He can often be seen talking cheerfully with students, and many students feel comfortable seeking his advice. Jim has taken strides toward improving family engagement by creating opportunities and avenues for families to provide input at parent information sessions and through surveys. Family and community engagement is an area where I believe Jim will continue to develop and grow new approaches for collaborating with parents (i.e. engaging families to enable them to better support their students at home) and with the community to increase visibility of the school's mission and accomplishments.

JK: In a small district with such capable principals, it is understandable that Jim doesn't want to undercut his staff through increased direct relationship with the community. Yet, if Jim's excellent interpersonal skills were to be applied to more community engagement it would likely provide the support (and data) needed to take the district forward in addressing its challenges.

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
IV-A. Commitment to High Standards: Fosters a shared commitment to high standards of service, teaching, and learning with high expectations for achievement for all.			CL, DM, JK	MG
IV-B. Cultural Proficiency: 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.			CL, DM, MG, JK	
IV-C. Communication: Demonstrates strong interpersonal, written, and verbal communication skills.			CL, MG, JK	DM
IV-D. Continuous Learning: 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.			CL, DM, JK	MG
IV-E. Shared Vision: 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.		JK	CL, DM, MG	
IV-F. Managing Conflict: Employs strategies for responding to disagreement and dissent, constructively resolving conflict and building consensus throughout a district or school community.			CL, MG, JK	DM

Overall Rating for Standard IV (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.
---	--

Unsatisfactory

Needs Improvement

Proficient
CL, DM, MG, JK

Exemplary

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

CL: One should not assume that Superintendent O'Shea's warm, friendly nature is all he offers! Jim has a strong commitment to maintaining, if not improving, all that CPS offers to our children. He easily conveys this mission to faculty, staff and students.

He includes students, faculty, staff and community members in as many situations as possible. Thus assuring that there is ample opportunity for them to contribute to hirings, and appropriate committee work. Ultimately, many conversations are held in the open to everyone's benefit.

Jim has kept the School Committee up to date through weekly emails. It is clear he has open communication with faculty, staff and students as well.

Jim is not afraid to face situations of great concern or conflict. He seems to keep the goal - our children - at the center of his thinking, which lends clarity to difficult topics.

MG: Jim faced challenges this year balancing the interests of various stakeholders through a lengthy Teacher Contract negotiation. His leadership and professionalism throughout this process were appreciated. Jim maintained an optimistic outlook on things and kept focused on the mission of collaborating with teachers and administration to foster the best possible educational experience for students. Thank you for your perseverance.

JK: What is Jim's vision for the district? What will education in Carlisle look like years into the future? We have heard and seen pieces of this -- the work with students in other cultures, the integration of engineering projects into the curriculum, etc. -- it would be nice to hear an articulation of his vision.

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

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 CL, DM, MG, JK	Exceeded
Professional Practice Goal(s)	Did Not Meet	Some Progress	Significant Progress MG	Met CL, DM, JK	Exceeded
District Improvement Goal(s)	Did Not Meet	Some Progress	Significant Progress	Met CL, DM, MG, JK	Exceeded
District Planning Goal(s)	Did Not Meet	Some Progress MG	Significant Progress CL	Met DM, JK	Exceeded



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

Indicators

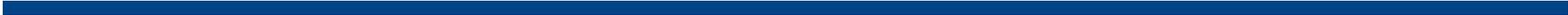
Unsatisfactory = Performance on a standard or overall has not significantly improved following a rating of *Needs Improvement*, or performance is consistently below the requirements of a standard or overall and is considered inadequate, or both.

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.*

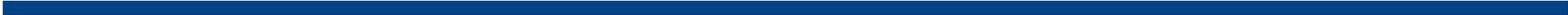
Proficient = **Proficient practice is understood to be fully satisfactory. This is the rigorous expected level of performance.**

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			CL, DM, MG, JK	
Standard II: Management and Operations			CL, DM, MG, JK	
Standard III: Family and Community Engagement			CL, MG, JK	DM



Standard IV: Professional Culture			CL, DM, MG, JK	
-----------------------------------	--	--	-------------------------	--



End-of-Cycle Summative Evaluation Report: Superintendent

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

Unsatisfactory

Needs Improvement

Proficient
CL, DM, MG, JK

Exemplary

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

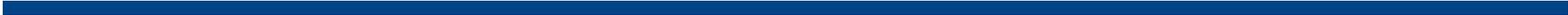
Low	Moderate	High CL, DM, MG
-----	----------	--------------------

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*.

Comments:

CL: There is little doubt that Superintendent O'Shea's performance has positively impacted student learning! His leadership is constant, and seems to instill confidence and optimism. He is engaged, but allows staff and faculty to establish and create their own goals and objectives. With this support and inspiration, all ships rise!



Final Comments:

CL: Overall, our district is fortunate to have James O'Shea as our Superintendent. His confidence grows each year and our students are served well by his leadership. He is 'fair, firm and fun'. Jim clearly loves what he does and it is reflected in the relationships he's built within the school and in Carlisle in general. His passion is based in his respect and dedication to our children. You can see this in action when he interacts with students as well as faculty and staff.

He supports all stakeholders to great results. His efforts to maintain a positive, cooperative atmosphere while contract negotiations are an excellent example of how Jim keeps the big picture in mind, realizing that you get there one day at a time.

DM: In the final year of his first contract, I feel Jim grew comfortable with the role of a Superintendent. Our district is small, but we faced several challenges: a budget shortfall, a long and difficult collective bargaining agreement negotiation, and an emotional discussion of new approaches to middle school learning. Jim also managed the retirement and replacement of two seasoned staff members.

The temptation is great for a former principal in a one-building district to become immersed in operational details; I know, because that temptation is also at the School Committee level. Jim has developed a confident and competent staff that manages through the details and has spent more time thinking about and communicating larger goals.

There is still work to do in the areas of exploring new ways of middle school learning; meeting increasing special education needs without reducing the resources available to regular education; and meeting Carlisle's expectations for modest budget increases in an era of no-growth enrollment. Jim will need to use his leadership skills to encourage more innovative ideas and implementation from his staff to tackle these challenges while ensuring Carlisle Public Schools remain one of the best places for Pre-K through 8 learning. I am confident that Jim is up to the task.

MG: Jim is dedicated to our school's mission of providing the highest quality education for students. He is continuously thinking of new approaches based on research, best practices and his own experiences, that can foster excellent outcomes for our students. Jim's collaborative approach empowers administration and faculty to bring their best ideas forward. Thanks for all your hard work this year!

JK: Jim is a great asset to the district -- a competent manager with strong interpersonal skills. I would like to see Jim move from steering the ship on a day-to-day basis to charting a multi-year course and navigating the district through it. I hope Jim will be with the district for many years to come, but I hope Jim asks himself regularly how he can leave a lasting mark for the better here. The legacy of Jim's leadership will eventually be evident to others, but its intent should be the star by which he navigates.



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:



**Carlisle School Committee
Proposed Meeting Dates
2019-2020**

September 11, 2019

October 16, 2019

November 13, 2019

December 11, 2019

January 8, 2020

February 12, 2020

March 11, 2020

April 15, 2020

May 13, 2020

June 20, 2020