

Evaluator: Kimberly Booker



**Superintendent's Summative Evaluation
2016-2017**

Superintendent's Performance Goals

Step 1: Assess Progress Toward **HPS** Goals

Goals should be SMART and include at least one goal for each category: professional practice, student learning, and district improvement.
 Check/mark with an "X" one box for each goal.

Goal(s)	Description	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
Professional Practice						
1	<p>To develop a comprehensive education plan and advocacy strategy for the approval and funding for the Center School Building Project</p> <p>In collaboration with the School Building Committee, school and town officials, staff, parent groups, and other partners to secure the support needed (Special Town Meeting vote and Special Town Election vote) to fund the Center School project within the approval window required by the MSBA.</p>					X
Student Learning						
2	<p>Explore strategies and options for a potential "academy model" at HHS.</p> <p>In collaboration with the HHS Leadership team and Assistant Superintendent, we will embark on a comprehensive exploration of an "academy model" at Hanover High School to afford future HHS students multiple options for focused pathways within their selected areas of academic interest (for example - engineering, fine arts, bio-medical, public service, etc.).</p>					X
District Improvement						
3	<p>To effectively incorporate all school/town technology expenses into the annual School Department operating budget to maximize resources and reduce reliance on free cash.</p> <p>In collaboration with the Business Manager, Town Manager, Director of Technology Operations, and Town and School Department leaders, we will develop and recommend a strategy to reduce school/town reliance on free cash by incorporating technology expenses into the School Department's operating budget for FY 2018.</p>				X	

Community Engagement

4	<p>The Hanover Public Schools will develop organized lines of communication and a strategic partnership between the School Committee, Special Education Parent Advisory Council Leadership Team, and District Administration.</p> <p>In collaboration with the Director of Student Services, School Committee, SEPAC Leadership Team (Executive Board), and District level Administrators, we will 1) establish processes for consistent and organized communication between the three groups listed above, and 2) establish a structure that includes liaisons to represent each group on educational and operational issues.</p>			X		
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Step 2: Assess Performance on DESE Standards

Superintendent’s Performance Rating for Standard I: Instructional Leadership

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
<i>Check one box for each indicator and circle the overall standard rating.</i>				
I-A. Curriculum: Ensures that all instructional staff designs effective and rigorous standards-based units of instruction consisting of well-structured lessons with measureable outcomes.				X
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.			X	
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.				X
I-D. Evaluation: Ensures effective and timely supervision and evaluation of all staff in alignment with state regulations and contract provisions.			X	
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.				X

Overall Rating for Standard I <i>(Circle/highlight one.)</i>	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: Hanover is a strong community. Our community has high expectations. Over the last few years you have been able to meet this challenge. You are very professional and have established a great team that has high standards and executes these standards.

One of your most valuable team members is Assistant Superintendent St. Ives. It is clear to me that she analyzes data from assessments methodically and develops curriculum based the needs of Hanover. I am impressed that Hanover is not a cookie cutter town when approaching data.

I am also impressed with the new professional development tool--instructional rounds. Such innovative approach to data is valuable to tailor the curriculum to the needs of Hanover students. It also allows for the teachers to view, without judgment, the great work their colleagues are doing.

I was also very excited to listen to the innovation currently happening at the high school. I look forward to updates over the next few years.

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
<i>Check one box for each indicator and circle the overall standard rating.</i>				
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.			X	
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.			X	
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.			X	
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.			X	
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.				X
Overall Rating for Standard II <i>(Circle/highlight 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.			

Unsatisfactory

Needs Improvement

Proficient

Exemplary

Comments and analysis: This past year was a challenge fiscally. However, the team you assembled handled this concern professionally and equitably.

As our special education population continues to increase you need to make sure we are prepared for these future costs. This past year demonstrated that this process can be unpredictable. As a district we should invest as much as possible for our students receiving special education services in the earlier years. Although it may not be easily quantifiable, early intervention works. If we address some of these needs early in the long run it will save the district money.

Changes to the special education reserve fund are in the earliest stages. I would like to see a working group on this issue and some strategies to address these probable costs moving forward.

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>				
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.		X		
III-B. Sharing Responsibility: Continuously collaborates with families and community stakeholders to support student learning and development at home, school, and in the community.				X
III-C. Communication: Engages in regular, two-way, culturally proficient communication with families and community stakeholders about student learning and performance.			X	
III-D. Family Concerns: Addresses family and community concerns in an equitable, effective, and efficient manner.			X	

**Overall Rating for Standard III
(Circle/highlight one.)**

The 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.

Unsatisfactory

Needs Improvement

Proficient

Exemplary

Comments and analysis:

Your personal communication style is very effective. You work well with a wide variety of people especially one on one.

Although, Libby Corbo took the lead on the school construction project, you were present at all of the meetings and addressed the public's concerns effectively. Your presence was noticeable and appreciated. There were also a lot of behind the scenes work that you completed in an effective manner.

There have been some communication concerns brought up this year for the district. This past year the number one reason constituents reached out to me was because of communication or their perceived lack of communication. We may need to vet this issue further moving forward.

It is important to note that although many events in the schools happen year after year and may seem automatic; however, for the parents or students entering that grade or even school for the first time, the events are anything but routine. Since parents do not know what to expect they often turn to social media. Social media can be great for simple facts—dates and time, but it often can lead to misinformation. Although the district has a master calendar on its website. We should make sure that we try not to have activities overlap as much as possible. This is especially true once we have district wide elementary schools as students of larger families will be in several different buildings. This past year, for example, a parent expressed concern that two 5th grade events took place on other family gatherings at the elementary school (Dad's pizza night and the science fair).

I want to commend you for supporting the special education subcommittee. It is important to keep an open line of communication in all areas and I appreciate you supporting this initiative. One area of concern was the school inclusion week dates. This year, school inclusion week was not proposed until January and that the proposed date was in March which did not allow much time to prepare. I do appreciate that inclusion week is now on the district calendar. I hope this continues moving forward.

We also need to ensure that we are fastidious with communication with special education parents. There are legal requirements that must be met. It is also important to make sure parents are an active participant in their student's education. Parents need to be an integral part of the IEP team to make sure the child's needs are met and supported by parents.

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.			X	
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.			X	
IV-C. Communication: Demonstrates strong interpersonal, written, and verbal communication skills.				X
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.				X
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.			X	
IV-F. Managing Conflict: Employs strategies for responding to disagreement and dissent, constructively resolving conflict and building consensus throughout a district or school community.			X	

Overall Rating for Standard IV <i>(Circle/highlight one.)</i>	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

Comments and analysis: Hanover is not a school system that does the minimum in any aspect of its day. The community has high standards. I am very pleased with what has been accomplished in the last few years. I appreciate your commitment to high standards.

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: _____

DESE Goals Summary: Complete tables above for Standards I-IV first; then check/mark with an “X” 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				X
Standard II: Management and Operations			X	
Standard III: Family and Community Engagement			X	
Standard IV: Professional Culture				X

End-of-Cycle Summative Evaluation Report: Superintendent

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

Unsatisfactory

Needs Improvement

Exemplary

Step 4: Rate Impact on Student Learning (Check/Mark with an "X" only one.)

Low	Moderate	High X
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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*.

Comments: Hanover is not a school system that does the minimum in any aspect of its day. The community has high standards. I am very pleased with what has been accomplished in the last few years. I appreciate your commitment to high standards.

Two areas that I would like you to continue to monitor is special education and parental communication. The number of special education students will likely increase in the next few years. It is important to make sure we have a plan in place to address all of the students needs.

Parental communication is very important. It is important for the parents to be active and engaged members of the school community. I would like to see more communication with all parents. It is also very important that we try to minimize conflicts in the calendar if possible. That is, try to make sure that events from one school to another school do not conflict with each other. I do realize with a community as active as Hanover, this will not be possible in every situation.

I have appreciated your openness and willingness to work areas of concern that this board has raised. It is very important that an open dialogue be maintained in the community and with the school committee.

Finally, thank you for all of your hard work on the school building project. A lot of time and effort went into this project. I appreciate your hard work.

Superintendent:

Matthew A. Ferron

*/s/ Kimberly Mills-
Booker*

Evaluator:

Kimberly Mills-Booker

3/23/2017

Name

Signature

Date

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