

WESTON PUBLIC SCHOOLS SUPERINTENDENT'S EVALUATION

2010/2011 School Year

The purposes of the annual evaluation shall be:

- 1) to provide a framework for appraising the superintendent's performance,
- 2) to help the superintendent formulate goals for the following school year, and
- 3) to provide the medium through which school committee members, as elected representatives of the community, can give meaningful direction and suggestions to the superintendent.

Process:

The School Committee chair is responsible for overseeing the evaluation process and presenting the evaluation to the superintendent. Each member of the School Committee provides the chair with ratings for the categories below using a rating scale based on: 5 – Exemplary; 3 – Satisfactory; and 1 – Needs Improvement.

The individual ratings are aggregated to determine the overall rating. Comments and suggestions from the Superintendent's direct reports are summarized in Section G based on individual interviews conducted by the chair. Each member also provides the Chair with specific comments and suggestions which are summarized in Section H.

AREAS OF PERFORMANCE

A. LEADERSHIP

Evaluate the superintendent's effectiveness as the educational leader of the Weston Public Schools.

- Develop goals and strategies for the school system. **4.70**
- Improve teaching and learning practices. **4.60**
 - a) Complete review of elementary learning standards and benchmarks in ELA, Math, Science and Social Studies.
 - b) Begin review process of Grades 6-12 learning standards and benchmarks in ELA, Math, Science and Social Studies.
 - c) Complete RTI initiative to gather information about assessment
 - d) Conduct Literature Review of best practices in use of assessments
 - e) Prepare proposal for new student management system for FY 13 and report on revised process to School Committee
 - f) Complete a review in PE/Wellness under new system
 - g) Continue 30 hour focus/PLC groups
 - h) Create on line Professional Development course
 - i) Conduct spring survey on initiative
 - j) Expand effective use of data
- Student Support and Engagement **4.78**
 - a) Implement recommendations from Global Committee Report (June '10)
 - b) Articulate and integrate global standards into curriculum
 - c) Form district wide committee to investigate infusing curriculum w technology
 - d) Expand opportunities for multi-cultural exchanges within USA
 - e) Evaluate pilot and prepare proposal for high school regular education support (TEC) in FY '12

- f) Continue to address and monitor progress on METCO/Weston achievement gap
- g) Pilot on-line support for homework and address teacher committee report that recommended additional stipends for such support
- h) Launch MS and HS pilots of teaching and learning based on individual computing devices

Overall Rating **4.70**

B. RELATIONS WITH SCHOOL COMMITTEE

Evaluate the superintendent's effectiveness in working with the School Committee.

- Collaborate with the School Committee Chair on designing and delivering efficient and effective School Committee meetings. **4.90**
- Facilitate thoughtful deliberation and sound decision making. **5.0**
- Keep committee well informed about issues and events at the district, state and national level. 4.9
- Foster a climate of mutual respect and trust. **5.0**
- Complete review of School Committee Policy Manual 4.2

Overall Rating **4.96**

C. COMMUNICATION/RELATIONS WITH THE COMMUNITY

Evaluate the superintendent's effectiveness in creating community awareness and building community support for the school system.

- Enhance communication of school programs and procedures. **5.0**
 - a. Provide parents the opportunity for evaluation/feedback after every program
 - b. Establish protocol for reviewing comments and suggestions as well as utilizing data
 - c. Conduct district-wide parent survey on communication tools
 - d. Improve school and district websites based on survey
 - e. Investigate use of social networking tools by district
 - f. Evaluate teacher use of tools such as teacher web and Google docs
- Continue outreach to the community **5.0**

Overall Rating **5.0**

D. PERSONNEL MANAGEMENT

Evaluate the superintendent's effectiveness in overseeing the management of school personnel. Included in this area are the quality of her appointments and her effectiveness in managing/directing personnel. Comments should also cover the superintendent's general responsibility for staff development, staff morale, labor relations and general working conditions for school employees.

- Continue to support a productive administrative team **4.6**
 - a) Mentor a new principal and support the growth of the administrative team

- b) Continue two hour monthly supervisory meetings with each principal.
 - c) Utilize a consultant to improve effectiveness and efficiency of Administrative Council in their roles as supervisors to Middle Management
 - d) Facilitate bi-monthly meetings of Administrative Council (5 principals, Assistant Superintendent, Director of Finance and Operations, Director of Technology and School Libraries, and Director of Student Services).
- Continue a commitment to diversity **4.97**
 - a. Collaborate with METCO Inc. on website want ads for employment
 - b. Report on data from work place survey on diversity
 - c. Create on line brochure highlighting advantages to working in Weston
 - d. Maintain goal of hiring 20% diverse faculty & staff
 - Review current practices around hiring and supporting substitute teachers **5.0**

Overall Rating **4.6**

E. FINANCIAL MANAGEMENT

Evaluate the superintendent's role in developing, implementing and monitoring the budget for the Weston Public Schools.

- Monitor the current year budget. **5.0**
- Create and facilitate FY12 budget that supports School Committee Guidelines. **4.8**
- Improve management and fiscal practices. **4.98**
 - a) Continue electricity reduction competition amongst schools.
 - b) Promote new focus on reducing use of paper and reminding drivers of no-idling law.
 - c) Identify grants to help with conservation efforts and green building projects.
 - d) Complete collective bargaining agreements.
 - e) Complete pilot on evaluation process and propose changes.

Overall Rating **4.98**

F. OPERATIONS MANAGEMENT

Evaluate the superintendent's effectiveness in overseeing the safe and efficient operation of the school system including business systems, facilities planning, maintenance and operations, information systems, transportation.

- Support programmatic needs of curriculum with facilities. **5.0**
 - a) Partner with MSBA to move the Field School project
 - b) Continue the High School Science laboratory project, including sprinklers
 - c) Submit Statement of Interest to MSBA for green initiative program to subsidize replacement of high school boiler (50 years old) and middle school roof (30 years old)
 - d) Plan for Middle School pool upgrade and High School windows /doors and electrical upgrades as indicated in Facilities Report from Jerry McCarty
- Expand energy conservation & green initiatives **4.8**
 - a) Continue green initiatives (reducing electricity, use of paper, water)
 - b) Provide training to new teachers on green initiatives
 - c) Include LEED silver goal in building projects

- d) Work with the faculty/parent Green Team to identify additional ways to conserve
- e) Pursue grants, such as MSBA Green Initiative noted above
- Continue Technology improvements **4.98**
 - a) Replace telephones
 - b) Pilot online learning opportunities for faculty
 - c) Plan for Middle School one-to-one full scale launch in FY '12
 - d) Consolidate database management
 - e) Create disaster recovery plan
 - f) Propose yearly replacement plans for equipment and infrastructure
 - g) Survey faculty & staff use of technology to address equity, pedagogy and professional development needs (second year of survey)
 - h) Assess use of cloud computing and Thin Client

Overall Rating **4.92**

G. COMMENTS FROM DIRECT REPORTS

1. Cheryl is a top-notch listener and a first rate educator. I find myself fully supported, with a chance to be heard on issues of importance to me, and even if she does not agree with me at the end of the day, I feel that my voice has been heard and considered.
2. Cheryl has an excellent vision for where the system is heading, and an uncanny ability to observe trends in other district's and in the profession generally, and how to consider implementing new ideas in the District. She is always circulating articles from the professional literature to give us the heads-up on trends and ideas outside of the District.
3. Excellent team builder, whose efforts are making the administrative team more cohesive and productive, especially across building environments.
4. Cheryl inspires others to do their best work.

H. COMMENTS FROM THE SCHOOL COMMITTEE

1. Cheryl's leadership is exemplary on short-term as well as long term goals. Student academic performance, athletic involvement and discipline continue to meet expectations. In the coming years, the District needs to expand course evaluations, teacher performance and more detailed student evaluation at the high-school level.
2. The Superintendent's relationship with the School Committee is excellent, characterized by open communication and well-articulated presentations. The school committee meetings however continue to be lengthy with a heavy burden of routine bureaucratic obligations leaving little time for brainstorming. If at all possible shorter presentations with more time for discussion would be attractive.
3. The district leadership in general and the Superintendent in particular communicate well with the community using multiple channels. However, obtaining adequate community feedback remains challenging.

4. Cheryl continues to demonstrate good use and leverage of School Committee members, combined with confident independent action.
5. It continues to be a pleasure to work with Cheryl. She is very organized and members always feel well informed on major initiatives.
6. Our great confidence in Cheryl's work and her overall evaluation score of 4.86 leave us confident that the District is in good hands!