

Evaluation of the Superintendent

2011-2012

The Lexington School Committee began its annual evaluation of the superintendent, Dr. Paul Ash, in February. The public was invited to comment, a limited 360 evaluation was conducted, Dr. Ash wrote a self-evaluation, and the committee members completed their evaluation forms individually. At the School Committee meeting of June 5, 2012, the public evaluation of the superintendent was conducted. Using the member evaluation, and guided by input from the other sources, the chair wrote the annual evaluation of Superintendent Dr. Paul Ash for the 2011-2012 year.

Dr. Ash continues to exhibit overall outstanding leadership of the Lexington Public Schools. His clear vision for the best education of our students is driven by his passion for public education. He is proactive in setting goals both in the near and the far term and acquiring the support and the means to meet those goals.

The evaluation tool used by the School Committee has, as the superintendent's contract stipulates, been agreed to by both parties. There are seven major categories, which are comprised of various subsections. Each School Committee member has scored the superintendent's performance individually and provided an accompanying narrative. This evaluation is a compilation of those scores and comments.

A. Meeting of Annual Goals

Dr. Ash rates an excellent on nine of the twelve indicators, and three on the high side of satisfactory. The year one Social Studies and year two of the ELA curriculum reviews, based on state and national standards with clear learning expectations for all students in all grades were completed. The programs initiated by the Equity and Excellence Committee have begun to close the achievement gap, with especially high marks for the 10th grade scores in the MCAS ELA. The K-5 report card committee produced a new document that will be implemented in the 2012-2013 school year.

He supports the Human Resource department in hiring the highest level teachers. He has hired high-performing administrative staff and principals. Special attention has been paid to the guidance department with the creation of a new position, K-12 Director of Guidance. He continues to implement high quality professional development.

Contracts are being negotiated that are fair to employees while at the same time acknowledging appropriate fiscal responsibility.

The committee would like to see more specifics about the anti-stress initiatives that are part of the pro-social goal for all schools.

B. Relationship with School Committee

This has been a difficult area this year, with no ratings in the excellent area. While acknowledging that he has the responsibility for hiring staff, his notification of the process he used for the hiring of the Lexington High School principal was disappointing. Had the chair been informed of the process earlier, unnecessary criticism from the

community could have been avoided. This was a lost opportunity to build present and future support from staff, parents, and the community.

The committee would like to have more equitable access to the superintendent. We recognize that with his work schedule and the members' schedules, this may not be the easiest goal to achieve, but would like to see the superintendent propose a mechanism to enable this.

C. Educational Leadership

Dr. Ash earned excellent marks in seven of the eight categories in this section, with one score of satisfactory.

His insistence on returning significant professional development to the district, which results in improved student learning, is commendable. He provides direction to principals in leading the learning in their schools by ensuring that best educational practices are implemented.

The importance of data in our culture today is not disputed, and the committee supports continuing this practice. One area the committee has requested more data is Special Education and recommends that the superintendent follow up his beginning step in this direction with the one summary report on the pre-school program that was presented in June 2012.

D. General Management

Dr. Ash earned one excellent rating and four satisfactory marks in this category. The highest rating is insuring a safe environment for all student and employees with the implementation of REMS, emergency procedure flipbooks, EmergOperations Plans, and use of Global Connects.

The Department of Elementary and Secondary Education (DESE), after reviewing the Lexington Public Schools, determined that LPS is in full compliance with Special Education regulations, civil rights laws, and federal Title grants. The business and human resources departments have proper internal controls.

The committee acknowledges the need for continuous improvement in developing and maintaining a trusting relationship with employees, the School Committee, and the community. Dr. Ash has sought input from principals, union presidents, the Steering Committee on Improving Professional Relationships, and professional colleagues. One suggestion for a goal in this area is the development of a strategic plan for the Lexington Public School system

E. Budget Management

This continues as an outstanding talent of Dr. Ash and an area in which he earned excellent marks in all seven categories. He did a masterful job in putting a budget together this year that was level-service funded, and that has begun to lower the many fees that were in place (fees primarily due to the failed 2006 override.) He has proven to

be an effective advocate for financial support from the Town Manager, the Board of Selectmen, Appropriations Committee, and Town Meeting.

Of special interest this past year, he shepherded the new Estabrook Elementary School project through Massachusetts School Building Assistance (MSBA) and Town Meeting approval. He also assisted by providing timely information to the community with the successful debt service override that provided funding for the renovations of the Bridge and Bowman elementary schools.

F. Personnel Management

Dr. Ash received three excellent marks and five satisfactory in this category.

In the areas of professional development, collective bargaining, and staff supervision and evaluation, he earns high marks. Some examples of professional development are Primary Source, Project Alliance, embedded high quality courses, support and training for teachers in the collection of student data, the application of appropriate instructional intervention, and implementation of graduate-level courses taught by veteran LPS staff.

He has begun to work on the area of promoting an inclusive atmosphere of mutual respect and building employee job satisfaction, where there is room for improvement. It is not an issue that he is doing a less than satisfactory job in this regard but rather how much better the system could be if selected processes demonstrated a sincere commitment to building strong morale into the future.

We would like to see the development of more practices that continue to increase the diversity of the staff and that support that diversity.

While the Committee has no reason to believe that evaluations procedures are not completed on a regular basis, the Committee would like Dr. Ash to provide data that shows all staff supervision and evaluations are completed.

G. Communications and Public Relations

The new school website has been a welcome addition to the way that the schools communicate with both their community and the wider community.

The committee would like to see Dr. Ash return to the practice of writing a monthly column for the local newspaper.

An area that needs attention is outreach to diverse groups in the community, specifically the formal Asian groups that are in existence. One vehicle for this would be to meet with the town's 2020 Vision Committee, which is looking at increased civic participation by diverse groups in town.

The committee has suggested a series of monthly forums, sort of an "Open House" where members of the community could meet with Dr. Ash to discuss issues concerning the schools that are of importance to them.

Overall

This has been an eventful year for the superintendent. Student achievement, especially in closing the achievement gap in the MCAS /ELA at the high school has continued to climb. Professional development continues to be strong. Building projects have been successfully launched and fee reductions have begun.

There have been areas that have surfaced as problematic, especially around teacher morale. Dr. Ash has committed to working to improve professional relationships, has begun that work, and the committee would like to see that work continue.

Margaret Coppe
Chair
September 1, 2012

**Annual Evaluation of the Superintendent
By the Lexington School Committee**

For the period from March 1, 2010 to March 1, 2012

Superintendent: Dr. Paul B. Ash

School Committee Members

Signature

Alessandro Alessandrini, Vice Chair

Bonnie Brodner

Margaret Coppe, Chair

Jessie Steigerwald

Mary Ann Stewart

**Date of completion:
September 1, 2012**

A. Meeting of Annual Goals *If a goal directly ties to annual job performance, the evaluation section where it can be found is listed in parentheses.*

A. Meeting of Annual Goals	Excellent	Satisfactory					Fails to meet expectations
1. Ensures that academic, social and emotional needs of students are identified and matched with appropriate and effective curriculum and instructional experiences							
a. Curriculum review	7	6.4	5	4	3	2	1
	31.9						
b. Assessment of programs – (Sect. C)	7	6	5.6	4	3	2	1
	22.5*						
c. MCAS review – (Sect. C)	7	6.0	5	4	3	2	1
	30						
d. K-5 Literacy initiative	7	6.2	5	4	3	2	1
	30.9						
e. Process to identify student needs and deliver services	7	6	5.7	4	3	2	1
	28.4						
2. Ensures that the faculty and staff are of high quality, and are enabled and supported to perform at the highest professional level							
a. Support professional development – (Sect. F)	7	6.0	5	4	3	2	1
	28.4*						
b. Implement a more effective hiring process	7	6	5	4.9	3	2	1
	24.3						
3. Obtain and manage financial resources							
a. Work with PBC on the Bowman, Bridge, and Estabrook projects	7	6.8	5	4	3	2	1
	34						
b. Develop a 5-year capital plan	7	6.4	5	4	3	2	1
	32						
c. Improve facilities maintenance	7	6.4	5	4	3	2	1
	32						

d. Develop a cost-effective administrative structure 31	7	6.2	5	4	3	2	1
e. Negotiate contractual settlements that are fair and appropriate within the financial means of the Town – (Sect. F) 31	7	6.2	5	4	3	2	1

B. Relationship with the School Committee

The School Committee relies on the Superintendent in order to make informed decisions that will affect the quality of education for Lexington’s children receiving public school education. In order to promote a climate of mutual respect and trust, a professional working relationship should be maintained. It is expected that the Superintendent will support and implement School Committee policies and directives, and effectively communicate these to the students, staff, and members of the community.

B. Relationship with the School Committee	Excellent		Satisfactory			Fails to meet expectations	
	7	6	5	4	3	2	1
1. Interprets, supports, and executes the intent of all School Committee policies. 26.4	7	6	5.3	4	3	2	1
2. Keeps the School Committee informed on issues, needs and operation of the School District. 23	7	6	5	4.6	3	2	1
3. Gives a recommendation to the School Committee on items requiring School Committee action, based on thorough research and analysis. 27.5	7	6	5.5	4	3	2	1
4. In collaboration with the chair, helps establish clear direction for School Committee meetings, and provides to School Committee agendas and support materials in a timely fashion to allow for informed policy formation and decision-making. 26.5	7	6	5.3	4	3	2	1
5. Maintains a professional working relationship with the School Committee. 23.3	7	6	5	4.7	3	2	1
6. Seeks and accepts constructive criticism from members of the School Committee. 23	7	6	5	4.6	3	2	1

7. Remains impartial toward the School Committee; treats all Committee members alike. 22	7	6	5	4.4	3	2	1
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C. Educational Leadership

Educational decisions must address the needs of all students. The Superintendent should keep abreast of the latest research and developments in the field of education. Curriculum evaluation and development, professional evaluation and development, and student assessment should all be considered in the formulation of short and long-range goals and objectives.

C. Educational Leadership	Excellent		Satisfactory			Fails to meet expectations	
	7	6	5	4	3	2	1
1. Provides direction to principals in leading the learning in their schools and holds them accountable for improving teaching, learning, and achievement. 24.5*	7	6.1	5	4	3	2	1
2. Ensures current principles and best practices are implemented, based on data collection and on research to foster effective classroom instruction and educational decisions. 29.3	7	6	5.9	4	3	2	1
3. Holds principals, teachers and staff accountable for having high and appropriate standards for every student and for helping students to meet them. 30.5	7	6.5	5	4	3	2	1
4. Works with principals, teachers and staff to supervise and evaluate their performance, using well-defined performance standards, and identifies with them areas for growth. 23.8*	7	6.0	5	4	3	2	1
5. Aligns instruction and assessment with state and federal frameworks and with community standards that reflect high standards for learning. 31.5	7	6.3	5	4	3	2	1
6. Works to improve MCAS and other standardized test scores for each school and each student sub-group within the district. 32.5	7	6.5	5	4	3	2	1

7. Challenges the educational community to raise expectation of students' capacity for learning. 30	7	6.0	5	4	3	2	1
8. In collaboration with the School Committee, develops the mission and vision statements for the district. 25	7	6	5.0	4	3	2	1

D. General Management

The Superintendent has the responsibility for the efficient and effective operation of the school system. With the School Committee, the Superintendent develops goals and objectives that provide the framework and directions for successful leadership and management. It is important that the Superintendent is familiar with the state and federal laws, Department of Elementary and Secondary Education regulations, School Committee policy, and community values and expectations.

D. General Management	Excellent		Satisfactory			Fails to meet expectations	
	7	6	5	4	3	2	1
1. Implements the mission and vision statements within the context of the District’s strategic plan (when developed). 16**	7	6	5.3	4	3	2	1
2. Exercises effective organizational skills based on research and best practices. 27.9	7	6	5.6	4	3	2	1
3. Models ethical behavior, interacts with others in a professional manner, and accepts responsibility for his/her own action. 24.4	7	6	5	4.9	3	2	1
4. Works to develop and maintain a trusting relationship with employees, School Committee and the community. 21	7	6	5	4.2	3	2	1
5. Ensures a safe environment for all students and employees, including emergency procedures 30.2	7	6.0	5	4	3	2	1

E. Budget Management

The School Committee has the responsibility of studying and approving the budget, and the Superintendent has the responsibility to present that budget to the School Committee in a manner that promotes their full understanding. The budget should take into consideration the needs of the entire system based on a formal assessment process. The need to promote the school system and gather community support for school finances is an integral part of the budget process.

E. Budget Management	Excellent		Satisfactory			Fails to meet expectations	
	7	6	5	4	3	2	1
1. Develops a budgeting system that is clear and concise, using a model determined in collaboration with the Finance Office. 33	7	6.6	5	4	3	2	1
2. Involves staff in budget preparation and setting priorities. 32	7	6.4	5	4	3	2	1
3. Works collaboratively with Town Manager and the appropriate Boards, Commissions, and Committees to ensure the financial needs of the schools are clearly understood and aligned with other town needs. 33.5	7	6.7	5	4	3	2	1
4. Works with the School Committee to make budget documents available to the School Committee and the public in a timely fashion. 34	7	6.8	5	4	3	2	1
5. Explains and advocates for the school budget to the School Committee, Town Meeting, and the public. 32.5	7	6.5	5	4	3	2	1
6. Manages the school budget and ensures adequate internal controls and accounting practices. 33	7	6.6	5	4	3	2	1

<p>7. Implements and follows meaningful financial reporting system, e.g., provides clear and concise budget status summaries to the School Committee on a quarterly basis.</p> <p style="text-align: right;">34</p>	7	6.8	5	4	3	2	1
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F. Personnel Management

The Superintendent is responsible, either directly or indirectly, for the hiring of all school personnel. Personnel decisions should be approached in a non-discriminatory and impartial manner. The Superintendent should foster an environment conducive to good teaching and should be alert to issues that affect staff morale. The Superintendent should develop and lead a meaningful staff evaluation program, and should provide professional development opportunities that meet the needs of staff. The School Committee should be kept informed in appropriate matters of collective bargaining, performance standards, professional development, and grievances.

F. Personnel Management	Excellent		Satisfactory			Fails to meet expectations	
	7	6	5			3	2
1. Models and promotes an inclusive atmosphere of mutual respect throughout the school system. 22.8	7	6	5	4.6	3	2	1
2. Develops and encourages practices that continue to increase the diversity of the staff and supports that diversity. 20.3	7	6	5	4.1	3	2	1
3. Is responsible for a professional development plan based upon the needs of the District and aligned with the goal of improving curriculum and instruction. 31	7	6.2	5	4	3	2	1
4. Serves as a resource to the School Committee on matters of collective bargaining. 32	7	6.4	5	4	3	2	1
5. Ensures that all staff supervision and evaluation procedures are developed and carried out on a regular basis. 25*	7	6.3	5	4	3	2	1

6. Demonstrates in hiring practices a thorough knowledge and understanding of personnel and financial needs of the District. 27.8	7	6	5.6	4	3	2	1
7. Effectively uses team approach to solving problems. 26.4	7	6	5.3	4	3	2	1
8. Builds employee job satisfaction through listening, encouragement and appreciation of good performance. 23.3	7	6	5	4.7	3	2	1

G. Communications and Public Relations

Public awareness is vital for the support of education in Lexington. The Superintendent should ensure that staff, students, parents, and the community are kept informed of the mission, the needs, and the accomplishments of the school system. A strong, open and positive posture is needed in building public support.

G. Communications and Public Relations	Excellent		Satisfactory		3	Fails to meet expectations	
	7	6	5	4		2	1
1. Fosters mutual trust and collaboration within the District, and between the schools and the community. 20.7	7	6	5	4.1	3	2	1
2. Works to improve internal and external communications 21.7	7	6	5	4.3	3	2	1
3. Ensures that timely communication on important matters is provided to parents. 28.2	7	6	5.6	4	3	2	1
4. Works collaboratively with parent/teacher organizations, site councils, and other school groups, sharing ideas, and promoting mutually beneficial projects. 27.9	7	6	5.6	4	3	2	1
5. Establishes an outreach to diverse groups within the community. 19.2	7	6	5	4	3.8	2	1
6. Is visible to the community, gaining support for the	7	6	5	4.8	3	2	1

schools.	24							
7. Handles media relations skillfully.	27.3	7	6	5.5	4	3	2	1

Overall Evaluation

Overall Performance – please add any comments	Excellent		Satisfactory			Fails to meet expectations		
	7	6	5	4	3	2	1	
A. Meeting of Annual Goals 30.9	7	6.2	5	4	3	2	1	
B. Relationship with the School Committee 24.8	7	6	5	4	3	2	1	
C. Educational Leadership 29.6	7	6	5.9	4	3	2	1	
D. General Management 27.7	7	6	5.5	4	3	2	1	
E. Budget Management 33.6	7	6.7	5	4	3	2	1	
F. Personnel Management 26.4	7	6	5.3	4	3	2	1	
G. Communications and Public Relations 23.6	7	6	5	4.7	3	2	1	
Overall rating: 5.6								