



To: Newton School Committee  
From: Anna Nolin, Superintendent of Schools  
Re: Superintendent Evaluation Process  
Date: May 9, 2024

In order to assist the committee in evaluation of the superintendent, I respectfully offer this timeline, set of resources and forms/worksheets necessary for the process.

I also include possible methods for the committee to complete the process in parts for completion and submission to Human Resources by June 30, 2024, for filing with the MA Department of Education along with all of the ratings for all other district staff.

1. May 6 meeting: timeline and documents for tracking individual members' ratings and ideas shared.
2. Before the May 20, 2024 meeting, individual members fill out [this summative evaluation ratings rubric](#) based on their individual experiences with the superintendent and evaluating her work this year. Use this [goal update document](#) (which is in process until the end of the year) to evaluate her work. You will have to evaluate this document periodically between now and the end of year. As items are completed, the document is updated.
3. At the May 20, 2024 meeting, I will share an update and overview of district goals 2 and 4 and update. You could, thereafter, update the rubric/form with your impressions on that work and the indicators covered.
4. At the June 10, 2024 meeting, I will share an update on goals 1 and 3 and on my student learning and professional practice goals.

Note: the presentations by staff on May 6, 20, June 10, 24 also serve as artifacts of completion of goals (e.g., Boston College technology assessment, MTSS/and SEL update).

5. Between the June 10 meeting and the June 24, 2024 meeting, the chair will aggregate any feedback you have for him to date. At the conclusion of this meeting, you can update your rubric to include the content presented to you on June 10, and then can give the document to the chair.
6. The chair will then aggregate the existing feedback and write a summative, integrated evaluation for the superintendent which will also be presented on June 24, 2024.
7. At the June 24 meeting, the final artifacts for the year will be presented and you can tell the chair orally at that meeting if any of your ratings or ideas have changed as a result of the meeting.
8. At the June 24, 2024 meeting, you will have all of the artifacts for the year that are completed.
9. At the June 24, 2024 meeting, the committee can vote to approve or revise, or reject the draft evaluation, but would be asked to have another meeting prior to June 30 to discuss and vote on a final evaluation for the superintendent. A meeting with her should occur somewhere in June in order to tell her the feedback from the committee.

### **Evaluation Resources**

DESE Model Superintendent Evaluation

<https://www.doe.mass.edu/edeval/model/evaluating-superintendents.pdf>

### **MASC (MA Association of School Committees)**

Explanation of Superintendent Evaluation

[https://www.masc.org/wp-content/uploads/2012/11/MASC\\_Superintendent-Evaluation\\_2020.pdf](https://www.masc.org/wp-content/uploads/2012/11/MASC_Superintendent-Evaluation_2020.pdf)

### **District Goals Update**

<https://docs.google.com/document/d/11V5ratfEnMRlvOREx7IFe-VORVHZy5Yj/edit>

## ***Areas chosen by Newton School Committee for Superintendent's Evaluation:***

*Included here is the [School Committee Copy of the Superintendent Evaluation Rubric](#). I have color coded the indicators you selected for my evaluation. You can use this as a worksheet –copy it within your google drive, then you can fill it out with your evaluation ideas. You should rate me based on the indicators described in the different choice categories: **Unsatisfactory, Needs Improvement, Proficient, Exemplary.***

Here were the areas you selected from the superintendent rubric:

<p><i>Standard I: Instructional Leadership</i></p> <p><i>B: Instruction Indicator</i></p> <ol style="list-style-type: none"> <li><i>1. Student Engagement</i></li> <li><i>2. Quality of Effort and Work</i></li> <li><i>3. Meeting Diverse Needs</i></li> </ol> <p><i>E. Data-Informed Decision-Making Indicator</i></p> <ol style="list-style-type: none"> <li><i>1. Data-Informed Decision Making</i></li> <li><i>2. Plans and Goals</i></li> </ol>	<p><i>Standard II: Management and Operations</i></p> <p><i>A. Environment</i></p> <ol style="list-style-type: none"> <li><i>1. Plans, Procedures, and Routines</i></li> <li><i>2. Operational Systems</i></li> <li><i>3. Social and Emotional Well-Being</i></li> <li><i>4. Student Health and Safety</i></li> </ol> <p><i>B. Human Resources Management and Development Indicator</i></p> <ol style="list-style-type: none"> <li><i>1. Recruitment and Hiring Strategies</i></li> <li><i>2. Induction, Professional Development, and Career Growth Strategies</i></li> </ol>
<p><i>Standard III: Family and Community Engagement</i></p> <p><i>A. Engagement Indicator</i></p> <ol style="list-style-type: none"> <li><i>1. Family Engagement</i></li> <li><i>2. Community and Stakeholder Engagement</i></li> </ol> <p><i>C. Communication Indicator</i></p> <ol style="list-style-type: none"> <li><i>1. Culturally Proficient Communication</i></li> </ol>	<p><i>Standard IV: Professional Culture</i></p> <p><i>A. Commitment to High Standards Indicator</i></p> <ol style="list-style-type: none"> <li><i>1. Commitment to High Standards</i></li> <li><i>2. Mission and Core Values</i></li> <li><i>3. Meetings</i></li> </ol> <p><i>E. Shared Vision Indicator</i></p> <ol style="list-style-type: none"> <li><i>1. Shared Vision Development</i></li> </ol>

## ***The Role of the Superintendent:***

- Develop guidance, policy, and procedures for education laws, effective teaching, and administrative practices.
- Promote quality, compliance, assessment, and accountability.
- Provide funding, professional learning, technical assistance, and partnerships.
- Communicate with stakeholders and engage in statewide collaboration.

## ***Superintendent Self-Assessment***

Here is my [self-assessment of performance](#) per the state standards for superintendents.

## Goals Chosen by Dr. Nolin for her evaluation

- Student Learning Goal

Shadow 4 students within the school system and interview them about their experiences in the Newton Schools.

Outcome: [Summary of experiences and interview to inform strategic planning process](#), (completed by June 24, 2024).

- Professional Practice Goal (I'd like this to be at least a 2-year goal)

- Develop a Newton Profile of an Educator Process and Aligned Hiring Expectations –due to delay in Profile of a graduate, this goal has not yet begun.

- To learn the Newton District's vision for culturally responsive instruction I will attend (4) focused coaching lessons from the office of DEI.

- To learn about Newton's most successful teachers, I will examine student growth data and interview the teachers who have consistently demonstrated the capacity to move student growth.

- [Reflection on these teachers and interviews](#) (to be completed by June 24, 2024)

### Success Measures:

Year 1: Creation or identification of a high-quality instructional walk through evaluation tool for use in training leaders (not evaluating staff) to identify high quality instruction expected in Newton Schools and promote unity across evaluators. The district has settled upon this rubric for unification and training work with all administrators for 24-25 school year. Outcome: [The administrator unification tool](#).

Year 1: A set of interview questions developed to be used in next year's hiring season–designed to find staff with the qualities most like those interviewed who are experiencing success in student growth. (To be completed by June 24, 2024)

Year 2: Design and execute a Profile of a Newton Educator Process and align interview

questions to it for all future hiring. (for next year)--was not to be completed this year.

## ***Bonus Completed Work***

- Revised schedules for all elementary schools to implement first steps toward MTSS coordinated intervention and common planning time blocks.
- Researched, group process, bid negotiations, sole source procurement of K-8 MTSS intervention tracking system and mathematics benchmarking assessment tools.
- Designed math internal curriculum audit to be conducted in the 2024-25 school year and interviewed consultants to lead it with our math leaders PK-12.
- Implemented financial training on fundraising for all principals, club leaders and PTO leadership.
- Developed a new principal collaboration process and documentation system for budget development.
- Developed a common set of collected data sets by level (elementary, middle and high school) to institute a yearly state of the union data analysis process for principals in small groups.
- Hired new assistant superintendent of Teaching and Learning, assistant superintendent of secondary schools, Director of Communication and Family Engagement, Bigelow Middle School Principal, Director of MTSS, and assistant director of English Language Learners. (No additional costs to the district, only redeployment of prior FTEs and funding).
- Restructured district meeting and professional development schedules.
- Developed a professional development training program for principals and central office leaders to be executed in the 24-25 school year.
- Created additional cooling centers in our hottest buildings to address heat issues in spring/fall.
- Developed internship options for the central office filled by 16 high school students.
- Provided professional development on virtual and artificial reality to key district staff in technology, special education, STEM and history with a venture capitalist partner.
- Re-installed flags in all classrooms to comply with MA regulations.
- Updated all principal and central office contracts with legally compliant and unified contracts.
- Updated unaligned staff letters of employment.
- New website vendor contracted and new design of website planning has begun!
- Streamlined applicant tracking system in HR to house all hiring processes and data into one system, streamlining efforts, and allowing data analysis for hiring and creating

future hiring strategies. Created checks and balances around following legal requirements for hiring and addressing possible hiring biases.

- Addressed errors in HR/benefits payments saving the district monies in mispaying staff.
  - Benefits update/audit  
<https://docs.google.com/document/d/1BdrFZGef4gKkb4nBo7v4a7dPpuQDKu6V/edit?usp=sharing&ouid=114501384966162863487&rtpof=true&sd=true>
- Curated recruitment avenues and streams through feedback from department heads and principals.
- Initial interview and outreach to private school parents to hear about experiences and reasoning for their decision to remain or move to private schools.