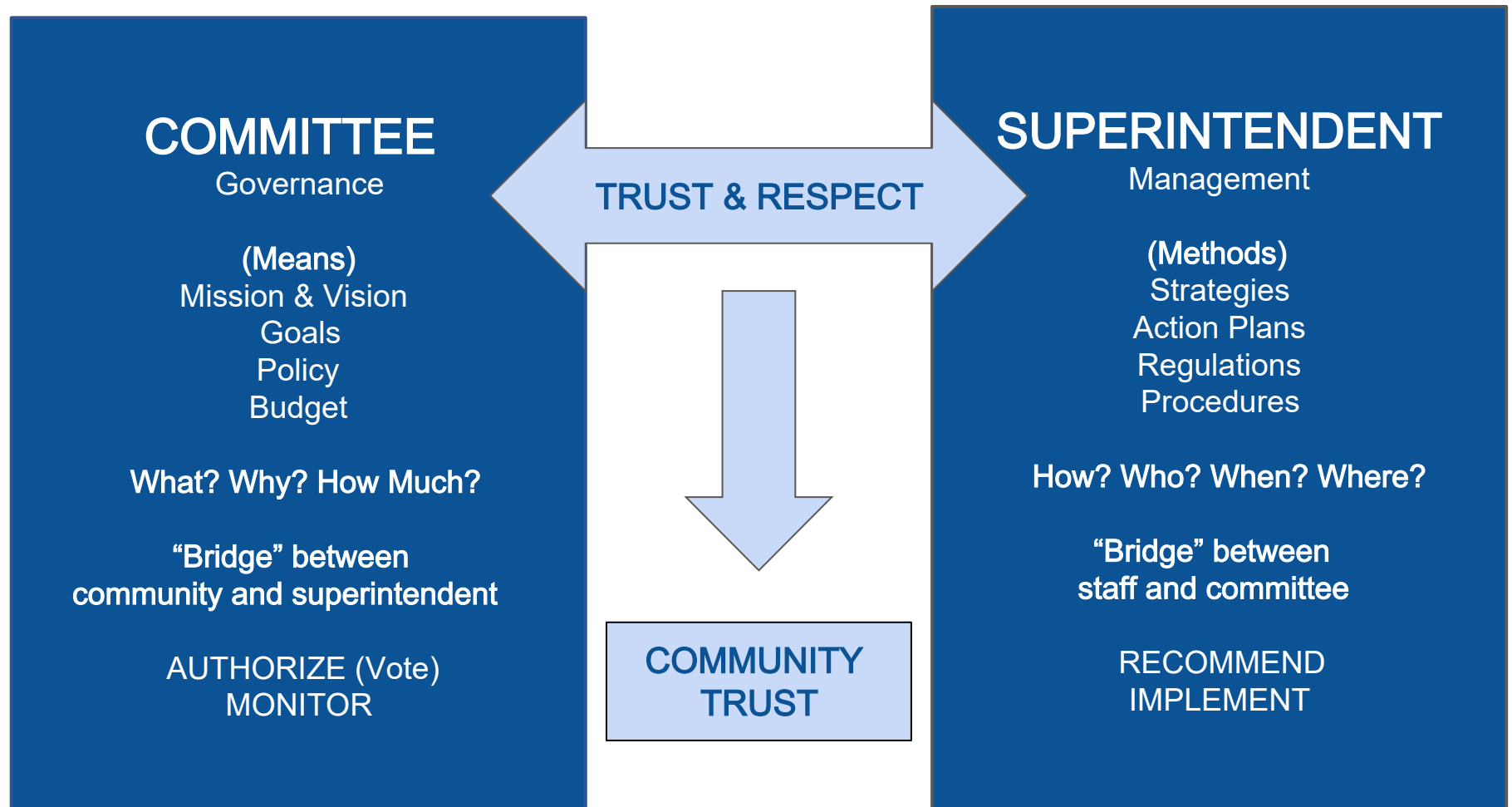


MASC Learning Lunch

Superintendent Goal Setting and Evaluation Best Practices

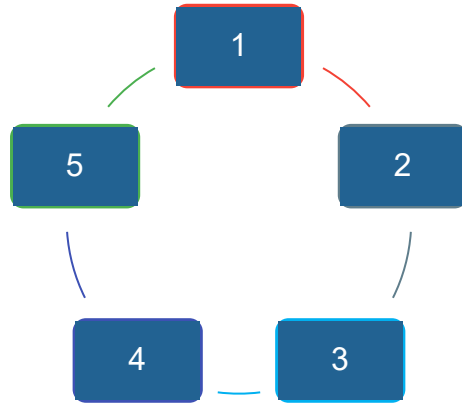
September 4, 2026

Understanding & Respect for Roles





Three Key Components:



✓ Five step cycle

Part 1 - Goals

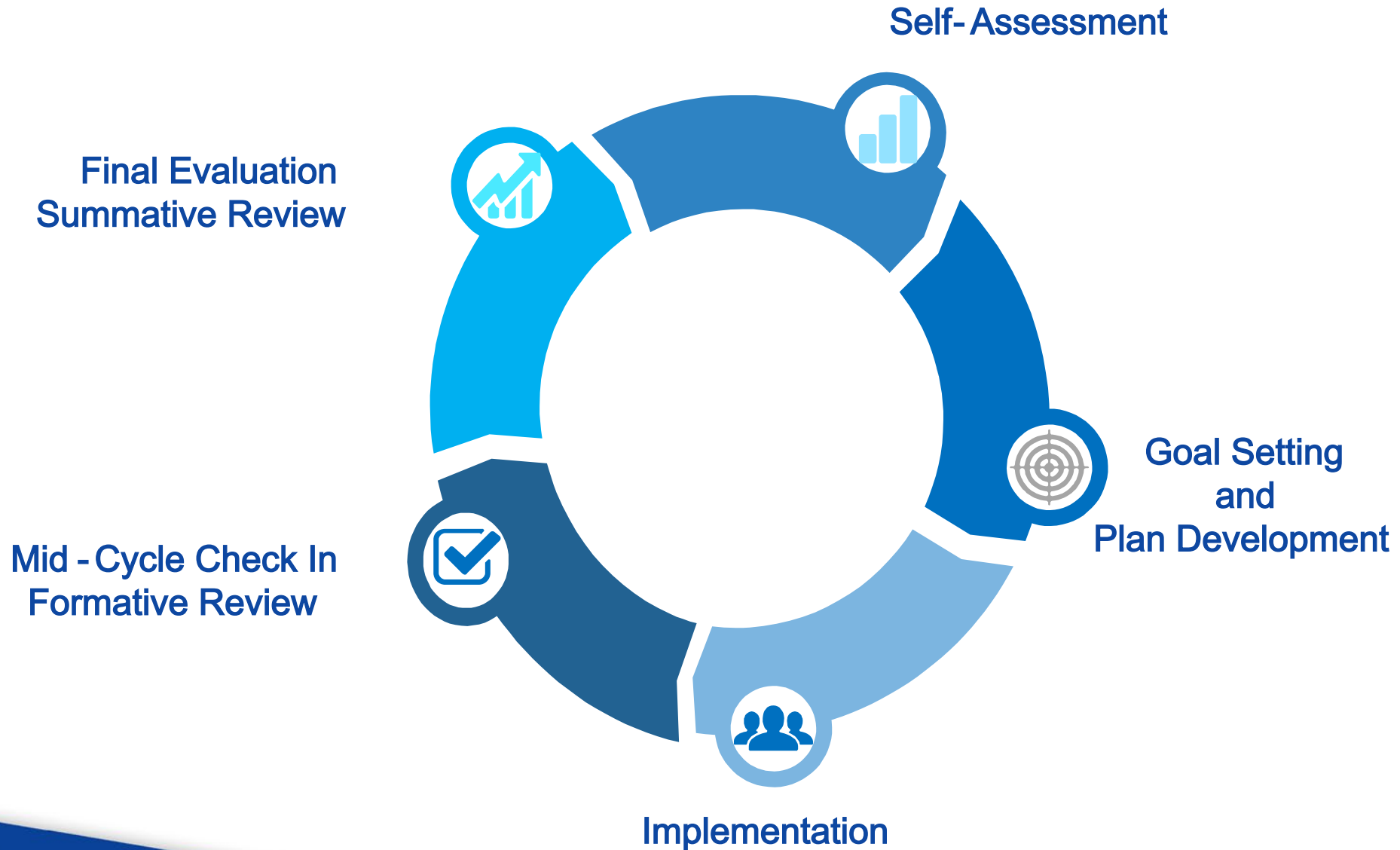
Part 2 - Standards

✓ Two-part tool

✓ Multi-part Rating System



The 5 Step Cycle



The Model Process Evaluation Tool: Part 1

SMART Goals in Three Goal Areas:

✓ **S**pecific & Strategic

✓ **M**easurable

✓ **A**ction - oriented

✓ **R**igorous, Realistic & Results Focused

✓ **T**imed & Tracked

SMART Goals have:

✓ Key Actions

✓ Benchmarks

☐ Professional Practice

☐ Student Learning

☐ District Improvement

The Model Process Evaluation Tool: Part 2

Standards And Indicators Of Effective Professional Practice:

4 Standards:

- ❑ Instructional Leadership
- ❑ Management and Operations
- ❑ Family & Community Engagement
- ❑ Professional Culture

22 Indicators:

- ❑ Choose 2-3 per standard
Those that best align with
your district's needs.



Required vs. Optional

REQUIRED

- **SMART Goals**
 - District Improvement
 - Student Learning
 - Professional Practice
- **Ratings on all 4 Standards**
 - Instructional Leadership
 - Management & Operations
 - Family & Community Engagement
 - Professional Culture
- **Overall Summative Rating**

OPTIONAL

- Do Not Need to Use All Indicators
- Can Weight Standards Differently
- Timing of Evaluation Cycle
- How Evaluation is Used
- Process for Completing Evaluation

Effective Superintendent Goals:

Align to and/or Support:

- The Strategic Plan
- District Goals
- Portrait of a Graduate
- Superintendent Responsibilities



SAMPLE

Professional Practice Goal

Goal: By June 2026, the superintendent will participate in targeted professional development to strengthen leadership skills in navigating political complexity and fostering trust, in order to advance the district's commitment to all students' success.

Key Action Steps:

- Participate in statewide and national leadership workshops focused on strategic communication, governance, and leadership
- Engage in coaching or peer consultation with other superintendents to reflect on leadership challenges and share effective practices
- Collaborate with the School Committee to align messaging and increase public understanding of district priorities

Evidence of Success:

- Documentation of professional development sessions attended, including agendas or certificates
- Summary of engagement in coaching or peer networks, with takeaways and applied strategies
- Documented changes in leadership practice informed by PD (e.g., memos, revised procedures, meeting protocols)





Goal Setting and Plan Development

Work with Superintendent to draft goals

- ❑ Can use subcommittee to begin work
- ❑ School Committee has final approval

Identify Standards, Indicators from Rubric

- ❑ All Standards must be evaluated

Decide on Weighting of Standards

**Discuss Evidence to demonstrate Proficiency/Progress –
both quantitative and qualitative!**



Superintendent Evaluation Procedural Steps Worksheet

Task

Date

1. Establish Goals and Focus Indicators
 - Determine process to establish:
 - Superintendent recommendation to full committee?
 - Superintendent work with subcommittee?
 - Discuss criteria to assess performance:
 - Key actions and benchmarks
 - Ensure goals are SMART
 - Examples of evidence that could be provided
2. School Committee vote to approve Goals and Focus Indicators _____
3. Committee and superintendent discuss Formative (mid-cycle) Assessment _____
 - Agenda item, not written assessment

**Agreed upon dates keep
everyone on track.**

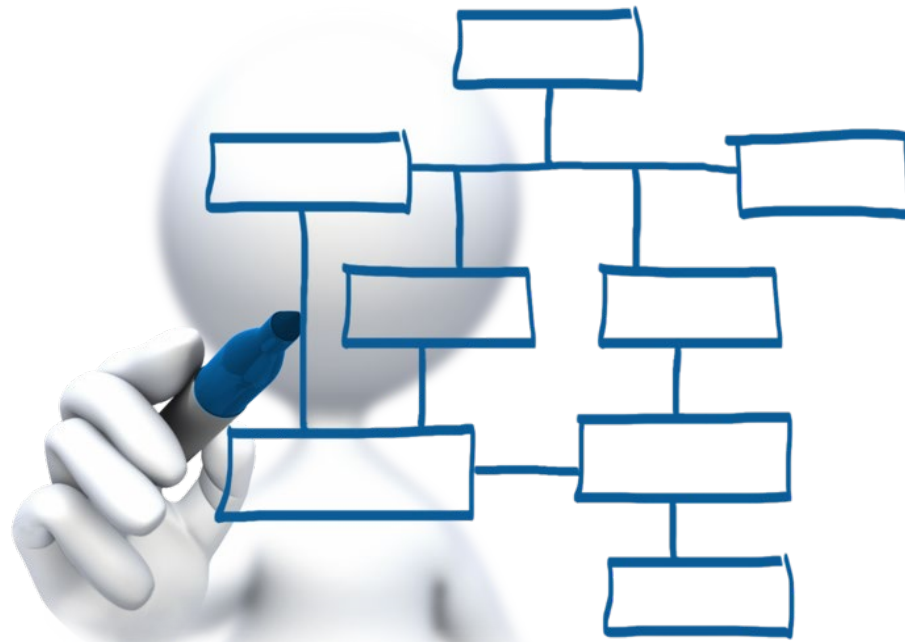


4. Superintendent provides end-of-cycle report _____
5. Committee members receive evaluation form _____
 - Insert agreed-upon Goals into evaluation form
 - Highlight agreed-upon Indicators
 - Provide copy of rubric
 - Discuss:
 - Who will compile?
 - How will ratings be determined?
 - How will ratings be presented?
 - How will narrative be composed?
 - Will individual evaluations be shared with committee?
6. Committee members submit completed individual evaluations _____
 - Allow enough time to ask clarifying questions
7. Compiler creates composite evaluation _____
8. Final evaluation presented, discussed and voted in a public meeting _____



**Allowing time for compilation
and questions makes the final
evaluation more efficient.**

Implement the Plan



Formative Assessment

- ❑ Mid-cycle check-in
- ❑ Opportunity for feedback
- ❑ Opportunity to realign - Not to add new goals
- ❑ Assess Committee goals at the same time



Summative Evaluation

- ❑ Committee members complete individual evaluations
 - ❑ Superintendent self - assessment
 - ❑ Evidence of progress/proficiency
 - ❑ Form to complete evaluation
- ❑ Composite Evaluation prepared
 - ❑ Chair or Designee
 - ❑ Subcommittee
 - ❑ Discuss process for preparation
- ❑ Discussed and voted on by full Committee at a public meeting



Massachusetts Department of
ELEMENTARY & SECONDARY
EDUCATION

Evaluator: _____

Name	Signature	Date
------	-----------	------

Step 1: Assess Progress Toward Goals (Complete page 3 first; check one for each set of goal[s].)

Professional Practice Goal(s)	☐ Did Not Meet	☐ Some Progress	☐ Significant Progress	☐ Met	☐ Exceeded
Student Learning Goal(s)	☐ Did Not Meet	☐ Some Progress	☐ Significant Progress	☐ Met	☐ Exceeded
District Improvement Goal(s)	☐ Did Not Meet	☐ Some Progress	☐ Significant Progress	☐ Met	☐ Exceeded

Step 2: Assess Performance on Standards (Complete pages 4–7 first; then check one box for each Standard.)

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.

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.

Standard I: Instructional Leadership	☐	☐	☐	☐
Standard II: Management and Operations	☐	☐	☐	☐
Standard III: Family and Community Engagement	☐	☐	☐	☐
Standard IV: Professional Culture	☐	☐	☐	☐

Massachusetts Department of
ELEMENTARY & SECONDARY
EDUCATION

Rate each focus Indicator and indicate the overall Standard rating below. (*Focus Indicators are those aligned to superintendent goal(s).)

Rate each focus indicator and indicate the overall Standard rating below. (*Focus Indicators are those aligned to superintendent goal(s).)		U	NI	P	E
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. □ Focus Indicator (check if yes)		☐	☐	☐	☐
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. □ Focus Indicator (check if yes)		☐	☐	☐	☐
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. □ Focus Indicator (check if yes)		☐	☐	☐	☐
I-D. Evaluation: Ensures effective and timely supervision and evaluation of all staff in alignment with state regulations and contract provisions. □ Focus Indicator (check if yes)		☐	☐	☐	☐
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. □ Focus Indicator (check if yes)		☐	☐	☐	☐
I-F. Student Learning: Demonstrates expected impact on student learning based on multiple measures of student learning, growth, and achievement, including student progress on common assessments and statewide student growth measures where available	The Student Learning Indicator does not have corresponding descriptions of practice. Evidence of impact on student learning based on multiple measures of student learning, growth, and achievement must be taken into account when determining a performance rating for this Standard.	☐	☐	☐	☐
OVERALL Rating for Standard I: Instructional Leadership					
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.		☐	☐	☐	☐

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



Timing of the Cycle

What makes the most sense in terms of planning and district work?

- ☐ When is data available?
- ☐ When is your local election?
- ☐ When are members seated?
- ☐ Who prepares individual evaluations?
- ☐ When are they prepared by outgoing members?
- ☐ What about newly elected members?
- ☐ Who votes?



<u>(5.25.16)</u>	<u>Agenda Item</u>	<u>Time</u> <u>Alloc.</u>	<u>Category</u>	<u>Action***</u>
11-Jan	Inauguration and Swearing In of City of Melrose Officials	1.5 hrs	Joint	As noted in program
12-Jan	6:45 HS Students	15	Chair	Meeting
	7:00 Formal Election of SC Chair/Vice-Chair	5	Supt	As required in By-Laws
	School Committee Spotlight - Lincoln School	10	Supt	One school each month
	MS School Choice	5	Supt	Vote on Public Hearing
	Technology Plan	5	Supt	Report: rollout
	Minutes/Fld Trips/Maint/Personnel/Budget Summary/Warrants	5	Consent	Vote
	BOY Subcommittee Statements	15	Each	Report: subcomm plans for the year
	Special Education Staff	5	EPP	Vote
	MHS Past (< 2 yrs.) Class Funds	5	FF	Report: review of process
	Policy	5	PP	Vote: 1st reading
	Subcommittee Assignments and Liaison Positions	5	Chair	Announce subcomms/vote liaison positions
	SC Norms	30	Chair	Facilitation by D. Presser (MASC)
	Liaison Reports	5	Chair	Report: member participation
	Action Item Progress Report	10	Chair	Report: progress, etc.
26-Jan	6:00 ES - Deployment of Security	55	Chair	xxx
	7:00 SEEM Annual Report	10	Supt	Report
	Minutes/Warrants/Revolving Accts/Policy (2nd Rdg)	5	Consent	Vote
	BOY EP&P Subcommittee statement	5	EPP	Report: EP&P subcomm's 2016 plans
	MHS - Tuition based Foreign Students	15	EPP	Report: (spkrs)
	FY17 Budget Message	30	FF	Report: per Budget Timeline
	FY16 Mid-Year Budget Update	5	FF	Vote
	Rolling Agenda	5	Chair	Report
	Liaison Assignments	5	Chair	Report
	Proposed Revised Norms	10	Chair	Vote
	Committee Calendar: Add EP&P Subcomm+Mar/Apr Budget Mtgs.	5	Chair	Vote
	Liaison Reports	5	Chair	Report: member participation
9-Feb	7:00 MVMMS School Choice	15	Chair	Public Hearing
	School Committee Spotlight - Roosevelt School	10	Supt	One school each month (spkrs)
	Minutes/Field Trips/Cafeteria/Personnel/Budget Summ/Warrants	5	Consent	Vote
	School Business Official Position	10	EPP	Report: process and timeline
	OCR Compliance	10	EPP	Report: training, etc.
	Campus Kids Fees	15	FF	Vote (spkr)
	Updated Budget Timeline	10	FF	Report: discussion dates/topics
	Committee Calendar: Add EP&P Meetings	5	Chair	Vote
	Proposed Revised Norms	15	Chair	Vote
	Liaison Reports	5	Chair	Report: member participation
	Action Item Progress Report including Glossary	5	Chair	Report: progress, etc.
	ES: Discuss Strategy with Respect to Collective Bargaining	10	Chair	xx
	ES: Minutes of 12/8 & 1/26 Meetings	5	Chair	Vote

**Clearly defined actions on
agendas help stakeholders
know what is informational and
what requires committee votes.**



Q Search Agenda

1. Meeting Opening

- A. Roll Call
- B. Public Comments on the Agenda (approx. 7:05 pm)

2. Recognitions and Achievements

- A. Recognition of MPY Poster Project Winners
- B. Student/Athlete/Employee of the Month Recognitions
- C. Student Representative Report

3. Consent Agenda

- A. Review of the February 2024 Accounts Payable and Payroll Warrant reports

4. Action Items

- A. Minutes of the Working Session on the FY25 Budget of January 30, 2024.
- B. Minutes of the Public Hearing on the FY25 Budget of February 6, 2024.
- C. Minutes of Regular School Committee Meeting of February 6, 2024.
- D. Approval of Items over \$50,000
- E. Approval of Update to Admissions Policy 2024-2025 JF (added to agenda unanticipated 48 hours, 3/12/24 at 11:10 am)

5. Principal's Report

- A. Cluster Chair Presentation
- B. SkillsUSA District Competition Kick Off



Agenda Item Details

Meeting	Mar 12, 2024 - School Committee Meeting at 7:00 PM - (posted on 3/8/24 at 5:15 PM)
Category	Action Items
Subject	Minutes of the Working Session on the FY25 Budget of January 30, 2024.
Access	Public
Type	Action, Minutes
Recommended Action	Move to approve the minutes of the Working Session on the FY25 Budget of January 30, 2024
Minutes	View Minutes for Jan 30, 2024 - Working Session on the Budget 7:00PM (posted on 1.
Goals	District Strategy Strategic Objective 3: Supporting Operational Effectiveness



Public Content

Administrative Content

Executive Content

Motion & Voting

★ Move to approve the minutes of the Working Session on the FY25 Budget of January 30, 2024

Motion by Karen Chapman - Townsend, second by Chris Prehl - Ayer.

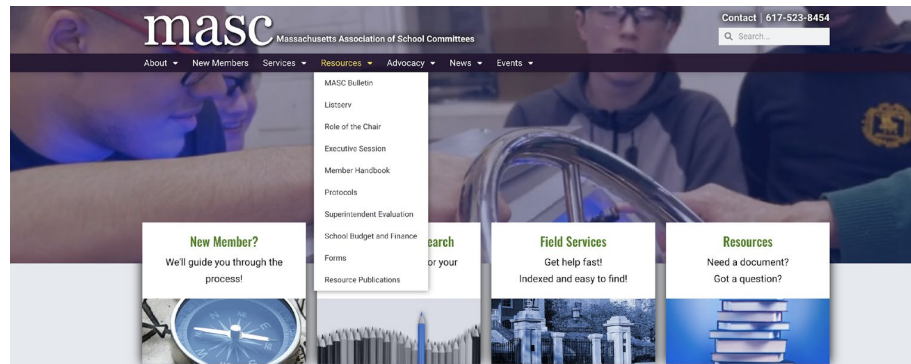
Final Resolution: Motion Carries

Yea: Brian Fulmer - Shirley, Chris Prehl - Ayer, Lawrence MacDonald - Chelmsford, Robert Flynn - Groton, Samuel Poulten - Chelmsford, Sheldon Chapman - Townsend, Alicia Mallon - Westford, Karen Chapman - Townsend, Charlie Ellis - Littleton, Pat Wojtas - Chelmsford, Paula Baldassari - Pepperell

Linking agenda items to Superintendent/Committee goals keeps everyone focused and makes evaluations easier.

MASC Resources:

- ❑ Member Resources
- ❑ Resource Publications
- ❑ Superintendent Evaluation



DESE Resources:

- ❑ Implementation Guidance
- ❑ Rubrics
- ❑ 5 Part Video Series:
 - ❑ Making the Most of the Opportunity
 - ❑ Organizing the Process
 - ❑ Putting Goals at the Center
 - ❑ Assessing Progress and Performance
 - ❑ Deciding and Reporting Ratings

<http://www.doe.mass.edu/edeval/resources/evaluation/default.html>



Search for events

Find Events

List

Month

Day



Today

Upcoming ▾

September 2026

FRI

4

September 4 @ 12:00 pm - 1:00 pm

Learning Lunch – Superintendent Evaluation: Setting Yourself up for Success

Evaluating the superintendent is one of the most important responsibilities of a School Committee. In this Learning Lunch, we will explore strategies for making the evaluation process manageable, meaningful, and focused on district goals. We'll also discuss how a well-structured evaluation process can strengthen the working relationship between the Superintendent and School Committee and help...



