

**Dr. Alan Genovese**  
**Superintendent Evaluation Consensus Document**  
**2006-2007**  
**Date April 28, 2007**

**I. Raise the level of achievement for all students.**

**Focus on improving and raising the level of student achievement for all students (overall MCAS scores, sub-group MCAS scores and other assessments)**

1. Dr. Genovese is aware of, actively supports, and is working on the goal of raising student achievement throughout the district.
2. The School Committee thinks that the outward projection of the district's strategic plan to all stakeholders needs to be more clearly articulated and strengthened.
3. Next year, this goal should be revised to include milestones, measurements and dependencies to better gauge achievement of the goal.
4. Dr. Genovese should make a more focused effort to communicate his activities that are directed at improving student achievement.

**II. Support the collective efforts of the school committee.**

**Provide assistance and act as a resource to facilitate the business of the committee. (Recommend agenda items to chair and subcommittee chairs, implement policies and actions of the committee, work collaboratively with members.) (Qualitative testimony through observation and results-superintendent's evaluation.)**

1. Dr. Genovese is meeting the expectations of the School Committee in terms of providing support to the School Committee. It was recognized that there are things that both the Superintendent and the School Committee can do to make the School Committee more efficient.
  - a. The School Committee requests concise organization of how information is presented; wants to know the Superintendent's recommendation at the start of discussions; requests improvements in communication methodology (i.e., email).
  - b. Mike Gilbert, MASC facilitator suggests consent agendas and better articulation of time sets for presentations to improve school committee meetings. He also recommends that school committee members refer people to the right point in the chain of command instead of trying to act on their behalf and to educate the public about the chain of command. In addition, giving the superintendent a "heads up" on questions that you will ask or the answers you will need at a public meeting is appropriate.
  - c. School Committee members recognize that they need to be more respectful of the Superintendent's schedule.

### **III. Improve performance of the Administrative Team.**

**Focus on working together in a collaborative manner for the benefit of students, staff and community. Activities: Work with *Future Management Systems* to create an effective team. (Documents: Agenda, initial work on streamlined strategic plan, administrator evaluation process and rubric.)**

1. The School Committee has limited direct knowledge of the working relationship between the Superintendent and the Administrative Council. However, the School Committee is aware of mutual management style differences between the Superintendent and the Administrative Council that have made it challenging for all to work together in a collaborative manner. The School Committee supports activities to improve functioning of the team.
2. The *Future Management Systems* project is a visible activity to improve functioning of the team and is strongly supported by the School Committee. The School Committee looks forward to a presentation from *Future Management Systems*.
3. The School Committee suggests that the Superintendent needs to focus on being more goal-driven and being more proactive with his leadership of the Administrative Council. If clear goals and expectations are agreed upon with the AC and the goals are visible, progress can be readily observed.
4. The School Committee and Administrative Council mutually support establishing a team relationship.

### **IV. Promote the use of technology to enhance teaching and learning.**

**Activities: Active participant of technology committee, regular meetings with technology cabinet, focus on implementing the newly developed student competency standards, work with staff to develop a technology plan, mission, vision, and finance plan to support technology. (Survey, documents, testimony.)**

1. Dr. Genovese has promoted the use of technology to enhance teaching and learning by establishing an infrastructure for support and by proposing a technology finance plan starting in FY08. The Superintendent values technology and understands the needs for continuing to integrate technology into the curriculum.
2. The School Committee suggests that the Superintendent make a more focused effort on communicating the connection between curriculum and technology.
3. Next year, this goal should be revised to include milestones, measurements and dependencies to better gauge achievement of the goal.

### **V. Provide mentorship to Interim Director of Business and Finance.**

**Recommend appropriate professional development opportunities, meet regularly to answer questions and review regional financial practices, work collaboratively in monitoring district finances. (Interview/questionnaire with Interim Director, Budget and Finance Committee members, Summative Document-FY08 budget.)**

1. Dr. Genovese has achieved great success at mentoring the Interim Director of Business and Finance.

## **VI. Improve the safety and security of staff and students.**

**Establish a district safety committee to review safety plans and protocols. Develop a comprehensive district-wide safety plan. Offer recommendations for improving security. (Documents: agenda, summative documents, recommendations.)**

1. Dr. Genovese has successfully established a district safety committee to review safety plans and protocols in order to develop a comprehensive district-wide safety plan.
2. The School Committee recommends that Dr. Genovese communicate his on-going expectations and objectives of the district safety committee.
3. The Chair reported that the Superintendent actively provided coaching to the administrators to improve protocols that are enacted in a safety situation. Administrators noted that the Superintendent has been responsive when issues have occurred.
4. The Superintendent has been supportive of continuing social competency curriculum initiatives such as Open Circle and Second Step that support student safety.

## **VII. Expand communication efforts and accessibility.**

**Create multiple opportunities to connect with individual administrators, staff, students, town officials, community, and media. (Qualitative data: observations, testimony, community involvement in events, classroom visitation, speaking engagements, accessibility to press, and media programs, etc.)**

1. Dr. Genovese has successfully expanded communication efforts and accessibility.
2. Efforts are in place to further expanded communication and accessibility efforts and the School Committee can serve a role in this.
3. A formal public relations plan for the school district needs to be articulated and communicated. The plan needs to include an internal and an external component.
4. The School Committee recommends establishing a goal focusing on communication style:
  - a. to improve effectiveness of communicating to large groups
  - b. to improve reactions to received communications.