

# End-of-Cycle Summative Evaluation Report: Superintendent



**Superintendent:** Dr. Tommy Chang September 1, 2016

**Evaluator:** (Geraldine) Jeri Robinson **Date**  
Jeri Robinson **Signature**

## Step 1: Assess Progress Toward Goals (Complete page 3 first; circle 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.)

### Indicators

**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. For new superintendents, performance is on track to achieve proficiency within three years.  
**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.

	Unsatisfactory	Needs Improvement/Developing	Proficient	Exemplary
Standard I: Instructional Leadership	<input type="checkbox"/>	X D	<input type="checkbox"/>	<input type="checkbox"/>
Standard II: Management and Operations	<input type="checkbox"/>	X D	<input type="checkbox"/>	<input type="checkbox"/>
Standard III: Family and Community Engagement	<input type="checkbox"/>	X NI	<input type="checkbox"/>	<input type="checkbox"/>
Standard IV: Professional Culture	<input type="checkbox"/>	X D	<input type="checkbox"/>	<input type="checkbox"/>

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## Step 3: Rate Overall Summative Performance (Based on Step 1 and Step 2 ratings; circle one.)

Unsatisfactory                      Needs Improvement/ Developing                      Proficient                      Exemplary

Low	Moderate	High
<input type="checkbox"/>	X	<input type="checkbox"/>

## Step 4: Rate Impact on Student Learning (Check only one.)

### Step 5: Add Evaluator Comments

Comments and analysis are recommended for any rating but are required for an overall summative rating of Exemplary, Needs Improvement or Unsatisfactory or Impact on Student Learning rating of high or low.

#### Comments:

I applaud the work of Dr. Chang in his first year of Superintendent of the Boston Public Schools. BPS is a vibrant mix of both an exemplary and challenging district. Dr. Chang and his leadership team, many of whom are also new to the district, have worked hard to get to know and understand Boston, the schools, neighborhoods, partners and policies. This has been an important year of listening and learning, while putting into place the structures and frameworks that will allow the district to move forward in new ways to support student growth and learning. Overall, I feel the Superintendent's work to date, places him solidly in the "Developing" category. Both his 100 day plan and city-wide listening tour, provided an early view of his commitment to getting to know and understand Boston. His restructuring of leadership staff to better serve schools and building coherence in instruction, his personal commitment to working with and developing his leadership team as well as really utilizing the data the district collects, the development and staffing of both the Office of Equity and Opportunity and Achievement Gaps Task Force and office will all lead to better understanding and overall improvement of outcomes. This has been a year of building a new foundation and getting everyone on the same page. In addition this has been a year of unexpected challenges including the budget, issues at BLS and the water problems. Dr. Chang has worked tirelessly with school leaders, teachers, parents, students, the City, elected officials, community organizations, the unions, media and more to again understand, resolve and move forward on issues that compromise the quality of education for Boston students. Dr. Chang has shown "grace under fire" listening and learning respectfully, while working with his team to problem solve as quickly as possible. But as we enter year 2, it is now time for significant action on all fronts- central office and the schools. Students and parents want to be heard and included more, and the progress to date with school leaders, teachers and staff must be maintained and grow. I look forward to continued progress in the new year.



# Superintendent's Performance Goals

Goals should be SMART and include at least one goal for each category: professional practice, student learning, and district improvement.  
*Check one box for each goal.*

Goal(s)	Description	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
<b>Professional Practice</b>						
1	By June 30, 2016, Dr. Chang will participate in a minimum of <b>three professional learning opportunities</b> to develop his own leadership and the leadership of his team. Examples may include professional conferences, Aspen Urban Superintendents events, consultancies with other superintendents, visits to other school districts, or Council of Great City Schools meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
<b>Student Learning</b>						
2	By June 30, 2016, Dr. Chang and his leadership team will have improved the <b>instructional culture</b> at schools, as measured by the Insight survey deployed to teachers across the district. Based on analyses of multiple districts across the country, increases in the Insight Instructional Culture Index are associated with increases in student achievement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
3	By June 30, 2016, Dr. Chang and his leadership team will have completed <b>Instructional Focus Reviews</b> at every school, determining the Instructional Leadership Team's progress on the school's instructional goals and a sampling and assessment of the cognitive demand of the tasks students engage with in each school.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>

District Improvement					
4	<p>On or before June 30, 2016, Dr. Chang and his leadership team will deliver a <b>five-year strategic implementation plan</b> (July 1, 2016 through June 30, 2021) to the School Committee that builds upon and/or reflects the six priority areas in the School Committee's Strategic Plan, the work of Mayor's focus areas for education, and the work done as part of BPS's 100-day plan. The strategic plan must be guided through the lens of <b>equity</b> and the deep belief that <b>all of our students can and must achieve at high levels</b>. We will emphasize plans to strengthen inclusive practices, expand access and opportunity, and improve teaching and learning in order for all students in BPS to achieve at high levels. It will also integrate planning, execution, and accountability related to several BPS initiatives essential to our ability to successfully improve our educational outcomes, including, but not limited to: the Master Facilities Planning Process, Enrollment and Assignment, Transportation, and the Long Term Financial Plan.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5	<p>By June 30, 2016, Dr. Chang and his leadership team will have completed the preparation and pilot testing necessary for the Boston Public Schools to smoothly transition to using the <b>School Quality Framework</b> for the 2016-2017 academic year. To track the work underway and ensure the necessary coordination occurs in a timely and collaborative way, monthly reports will be submitted to the School Committee for their review and comment beginning in February 2016.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6	<p>By June 30, 2016, Dr. Chang and his leadership team will have determined effective <b>Central Office structures</b> designed to support equitable learning outcomes and aligned with instructional focus to support teaching and learning improvements.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Other Goals (if any)</b>					
7	<p>By June 30, 2016, Dr. Chang and his leadership team will collaboratively develop an <b>"anti-racism" statement</b> that ensures every student, regardless of race or ethnicity, is educated in a safe and inclusive learning environment. By October 1, 2016, 100% of schools will submit a plan to implement "Dialogues on Race and Ethnicity" for administrative teams, faculty, students and parents.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>