

Leadership Goal #1: Student Improvement

The Superintendent will continue to support the implementation of the Minuteman Academy Model by deepening Professional Learning Communities, developing leadership and learning opportunities for the Academy Development Team (ADT), the Digital Learning Curators (DLC), and all staff.

| Name | Town | Rating | Comment |
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| Alice DeLuca | Stow | Met | The transition to online learning has been difficult in many districts. The school committee would likely value more reporting about how Minuteman students have experienced the change, given that vocational training requires access to sophisticated, expensive, and large-footprint tools and devices that students do not and can not have at home. The Quia.com materials were difficult to read due to the bright background colors, but their website was informative. More information about staff and student experience with this product would be welcome. |
| Ford Spalding | Dover | Met | The correct achievement is "Continued" Progress. This is an evolutionary goal that evolves over time. The Superintendent continues to empower his Team of educators to learn from the data as to how best to continue to develop the Academy Model into the new buildings educational space. He encourages and provides opportunities for his Team to learn from others. He encourages opportunities for innovation. He provides the educational tools (Technology) to distribute learning opportunities for faculty and students. |
| David Horton | Lexington | Exceeded | The academy model is fully embraced by staff and the administration. It is recognized as the model by which instruction and learning are organized and implemented. The superintendent has been and is a strong advocate for the academy model and the value of professional learning communities for staff and student learning. He has kept a focus on both! Significant, too, is the focus on and revitalization of Student Support Teams for at-risk students. |
| Jeff Stulin | Needham | Met | A strong, continuing effort. |
| Dave O'Connor | Bolton | Met | Solid progress in the development and implementation of the Academy model and Digital Learning Curators elements were achieved in 2019 - 2020 . |
| Jim Gammill | Belmont | Met | |
| Steve Ledoux | Concord | Significant Progress | Being new, hard for me to evaluate, especially after the commencement of COVID 19 |
| Sue Sheffler | Arlington | Met | Impressive improvement in student enthusiasm for the learning community, due both to entering a new building that supports the Academy Model, and to engagement with re-energized faculty. |

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| Jennifer Leone | Lancaster | Significant Progress | The Minuteman Academy Model is still evolving. The inclusion of a one-hour Academy block in next years schedule has the opportunity to be an important step in the further development of the Academy Model. |
| Pam Nourse | Acton | Significant Progress | The Superintendent continues to develop and strength the Academy model. This is a key year to evaluate the model after moving to the new building. it is impressive how the building supports the model. Given our current environment, much will need to be done to support the model if remote learning continues to be a factor in the future. |
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Leadership Goal #2: Student Improvement

The Superintendent will provide resources to support the academic, occupational, social and emotional progress of all students.

| Name | Town | Rating | Comment |
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| Alice DeLuca | Stow | Met | The MCAS metrics were brought to the school committee in October 2019, and demonstrate that the school serves its students well in comparison to both VTE and non-VTE schools locally. More reporting on how the school is reaching students, and developing VTE skills and mastery during the pandemic would be valuable. Minuteman is one of the schools that is most likely to find creative solutions. |
| Ford Spalding | Dover | Met | Again this is "Continued" Progress as this is the Superintendents #1 Goal. He is all about the students at Minuteman. Through the Academy Model and the Minuteman professional caring staff students are given the opportunity to succeed. It is the core philosophy of the school. This is shown by all current seniors having passing MCAS requirements. It is shown during the COVID-19 times when Minuteman reaches out to all students (even those who are absent from on online learning) to encourage their participation in their education. It is visually shown to me when, at Graduation, all students are applauded for their achievements. I hear all the time how caring the teachers are towards the students. They provide emotional support. This attitude starts from the Superintendent. |
| David Horton | Lexington | Exceeded | Commendable is the fact that MCAS results showed significant progress over the past five years. The planning for the addition of Animal Science as a new CTE program will broaden and deepen the scope of programs offered by Minuteman. All seniors in the Class of 2020 have passed all MCAS tests. The adoption and utilization of a student information system will provide teachers with a valuable tool to assess and plan student learning. |
| Jeff Stulin | Needham | Exceeded | There is evidence of many concrete efforts to support this goal. Some of the efforts have shown measurable success such as the introduction of the Animal Science program and improved MCAS scores. All-in-all an impressive effort with strong accomplishment. |
| Dave O'Connor | Bolton | Met | |
| Jim Gammill | Belmont | Met | |
| Steve Ledoux | Concord | Exceeded | I have been very impressed with the commitment to the students shown by the Superintendent and staff. |
| Sue Sheffler | Arlington | Met | Most criteria were met, which is impressive given the school "lock-out" due to Covid 19. New, workplace-demand driven programs on track for addition; MTI development moved forward. |

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| Jennifer Leone | Lancaster | Some Progress | Revitalization of the SST process is important, but no information on how this was implemented during the 2019/2020 school year. The number of behavioral issues yearly appears to be increasing significantly. Is this due to better reporting or real increase in incidents? Is the SST process helping to stem this increase? MCAS results are encouraging. |
| Pam Nourse | Acton | Significant Progress | MCAS scores remain steady from the prior year, with significant improvement over the past 5 years. The Superintendent ensured that new building has a student-focused design to support all aspects of student learning. |
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Leadership Goal #3: District Improvement
Increasing Applications and Sustaining Full Enrollment

The Superintendent will support and guide the implementation of a robust marketing, recruitment and visibility campaign to sustain a minimum of 160 (current) member town 8th grade applications per year.
The Superintendent will support the Directors of the Minuteman Technical Institute and Community Education in providing a compelling array of vocational and vocational technical programming to support the workforce development and educational needs of the region.

| Name | Town | Rating | Comment |
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| Alice DeLuca | Stow | Exceeded | This was a critical goal for this year, and the Superintendent has delivered an excellent result; in collaboration with the school committee he has put staff and procedures in place to improve student access going forwards. The Superintendent has correctly emphasized adult ed programs through CE and MTI, which are important to adults wanting to change careers or increase their skills. These programs will become even more important as a result of the economic downturn due to the pandemic. It is unknown how long the effects of the crisis will last, or even what they will be, but we already know that 1 out of 4 MA residents is out of work. Retraining may become a lifeline. As these programs move forwards, so that they can become stronger, the District must clearly delineate them financially, and increase reporting as was done with other programs and revolving accounts in recent years. The MTI Admissions policy appears to be in draft form, and needs to be brought through the school committee policy process for approval. |
| Ford Spalding | Dover | Exceeded | Exceeded still means we must CONTINUE to make progress. Enrollment: The numbers speak for themselves: 2018-19 157 District applications. 2019-20 230 District 9th grade applications. Enrollment FY19 516, FY20 602 & FY21 658. The Superintendent empowered George Clement and his Team to get the job done. He has invested in staff in the admissions area and communications area. He encouraged and invested in a public relations effort to inform the District about the educational opportunities at Minuteman. He engaged District school administrators to look at Minuteman as a co-equal educational opportunity for the right student. I know this through the relationship development between the Superintendent of Dover Sherborn and Minuteman. Finally, he developed and encouraged the MTI and Community Education. More needs to be done in this area by applying the same principles as we are doing for the High School enrollment process. |

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| David Horton | Lexington | Exceeded | The hiring of the Director of Communications shows the level of commitment of the superintendent, as well as of the school committee, to increase school enrollment and to bring the "Minuteman brand" to the public's attention. The number of 8th grade students from the Districts member towns applying to Minuteman for entry in September 2020 was the highest in recent history, bearing witness to the superintendent's belief "build the new school and they will come"! 95% percent of the entering class is anticipated to be from member towns. The Minuteman Technical Institute (MTI) is preparing for accreditation in FY21 and as a major role in post-secondary education. A great deal of activity took place during FY20 to position MTI to become a leader and valuable resource in postsecondary education in the region. |
| Jeff Stulin | Needham | Exceeded | An impressive number of accomplishment for this goal. Most impressive are the statistics regarding member town applications and enrollment. Equally important, however, is the number of initiatives started in one year to support these goals long term. This included the hiring of a Director of Communication and new Assistant Principal of admissions. I could not be more delighted with Dr Bouquillon's accomplishment for this goal. |
| Dave O'Connor | Bolton | Significant Progress | Solid Improvement with 8th grade programs , We still need increased focus MTI to offer greater programs and additional enrichment programs. Solid progress this year given all the other efforts. |
| Jim Gammill | Belmont | Exceeded | (a) the work on the incoming 9th grade class earns the exceeded mark. (b) on MTI and CE, the SC should consider adding understanding the financial impact of these programs when preparing goals for next year. |
| Steve Ledoux | Concord | Exceeded | As indicated by the number of applicants for the upcoming Freshman class, there has been an outstanding effort to market the new school. |
| Sue Sheffler | Arlington | Exceeded | Full enrolment plans were very much on track with In District students (for the first time in many years) in Feb. |
| Jennifer Leone | Lancaster | Significant Progress | This goal has been met for this year with the expected 172 in-district students in the incoming freshmen class, but this is an ongoing issue and it will take many years to determine if this goal has truly been met. The work with MTI and the Minuteman Community Education program is exciting and has the potential to be a major benefit to our member towns in the years to come. |
| Pam Nourse | Acton | Exceeded | Enrollment goals were surpassed and for the first time in the recent past, we will have filled the freshman class with students from within the district. |

Leadership Goal #4: District Improvement

The Superintendent will engage legislators, state workforce education advocates, local, municipal and business leaders in improving state law, regulations and guidelines to enhance the financial health of the district, expand student access and secure strategic business partnerships.

| Name | Town | Rating | Comment |
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| Alice DeLuca | Stow | Met | The Superintendent continues to demonstrate leadership for the District outside of the District itself. His commitment to high standards is exemplary. When an educational issue makes the headlines, the Superintendent is on top of the issue and moving forwards. |
| Ford Spalding | Dover | Some Progress | The Superintendent continues his involvement with state associations and with our state legislators. The State leadership is providing more focus and financial support for CTE education and I would like to think our Superintendent has played a part in that. But more work needs to be done by all of us. Workforce education needs to be moved up here in our public perception and concern. This past year we did not attain the financial grant aid that we received in the last two years. But I anticipate that will change this coming year IF the money exists at the State level. Grant writing is important to Minuteman. |
| David Horton | Lexington | Exceeded | The superintendent was an advocate for Minuteman and for CTE schooling in general on the state and national levels. Letters to and meetings with a variety of individuals and groups represented the interests of the Minuteman District in a prominent way. Presentations to numerous groups also kept Minuteman front and center, raising awareness of the value of the school and career and technical education. |
| Jeff Stulin | Needham | Met | An strong effort that must be maintained every year. |
| Dave O'Connor | Bolton | Met | |
| Jim Gammill | Belmont | Met | |
| Steve Ledoux | Concord | Exceeded | The Superintendent is the face of Minuteman and communicates well with Legislators as well as Town Managers and elected local officials. |
| Sue Sheffler | Arlington | Significant Progress | More work to be done on securing business partnerships, but much engagement on legislative issues. |

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| Jennifer Leone | Lancaster | Some Progress | The Superintendent did engage legislators and others to advocate for Minuteman. He has also worked hard to advocate for expanded student access. I would like to see more evidence of the 'secure strategic business partnerships' aspect of this goal. |
| Pam Nourse | Acton | Some Progress | The Superintendent has engaged district legislators and DESE officials in matters of importance to Minuteman. |

Leadership Goal #5: District Improvement

The Superintendent will communicate appropriate information to non-member school and city officials regarding membership in the Minuteman District.

| Name | Town | Rating | Comment |
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| Alice DeLuca | Stow | Met | Clearly the Superintendent has been in contact with non-member school and city officials. A next step would be to increase collaboration with the school committee on expanding the membership in the District. This was a successful strategy with respect to enrollment, and could be applied to this project as well. |
| Ford Spalding | Dover | Some Progress | As mentioned the Superintendent has exceeded his relationship with our District members. As for non-member districts this has been less of a focus. That said the Belmont school committee member in his last year worked hard to advance the importance of Minuteman to his town and did so with the Minuteman Superintendents & School Committee assistance. I suggest out of District relationships needs to always be a focus. Communities like Belmont & Watertown should consider membership in the future as they are depriving their citizens and students of an opportunity that has been appreciated in the past by many parents and students. The issue of capacity will always be an issue as the Minuteman district considers new membership. |
| David Horton | Lexington | Met | The Capital Fee, a charge made to nonmember towns sending students to Minuteman, was approved by the DESE Commissioner of Education and will be implemented in FY21. An excellent and well received achievement! The superintendent sent this information to nonmember towns in a timely manner to assist them in developing their budgets. |
| Jeff Stulin | Needham | Met | An ongoing goal which cannot really be evaluated in any one year. |
| Dave O'Connor | Bolton | Met | |
| Jim Gammill | Belmont | Met | |
| Steve Ledoux | Concord | Met | |
| Sue Sheffler | Arlington | Exceeded | Very substantial efforts to keep Belmont as a member town, and to encourage other communities to join. |
| Jennifer Leone | Lancaster | Met | |
| Pam Nourse | Acton | Some Progress | The Superintendent has had discussions with officials from Cambridge and Watertown regarding the district. At this point, we do not have a district that has expressed membership in Minuteman. |

Leadership Goal #6: District Improvement

The Superintendent will continue to implement the development of the campus including a full build out of Athletic Facilities and additional development aligned with the goals of the District and the enabling legislation passed in 2018.

| Name | Town | Rating | Comment |
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| Alice DeLuca | Stow | Significant Progress | This is a tough project, made even more difficult by the economic downturn related to the pandemic. There have been negotiations regarding the development of the Athletic Facilities, but here again it would be helpful to increase collaboration with the school committee. The committee could provide insight in to the types of in-depth analysis of options, financials and usage projections, that would gain support. |
| Ford Spalding | Dover | Exceeded | The new Building was completed ahead of time and under budget! The building opened to students on September 3, 2019 to students. On October 4, 2019 their was a Grand Opening for our community. The Athletic complex plan has been developed and permitted. The current issue is funding availability as we still do not know the exact amount of money left over from the project. We will also need additional funding authorization from the School Committee. A staging plan is being developed and will be present to the School Committee on May 12, 2020. The Superintendent has been instrumental in the entire Building process for the past decade. His leadership and knowledge has been incredible. |
| David Horton | Lexington | Met | The new building opened on time, on schedule and on budget. An enormous undertaking and achievement! The superintendent was always an active player during its construction and, after it opened, to ensure that the "punch list" was dealt with. Partnerships or collaboration with third parties to develop the school's athletic fields and photovoltaic field are still in progress. The superintendent is tenacious about bringing these resources to Minuteman, as well as a couple of subsidiary building projects. If these last items had been resolved, I would have rated his performance as "Exceeded"! The new building is just a marvel! |
| Jeff Stulin | Needham | Met | An ongoing goal which cannot really be evaluated in any one year. |
| Dave O'Connor | Bolton | Significant Progress | Solid evidence provided as to efforts . Until a final plan is approved / confirm with a Full build out .. I view this element as still in progress . However recognize solid progress documented. |

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| Jim Gammill | Belmont | Met | Still an on-going process, with major decisions still to be made. Going forward, the member town leadership needs to be on board with any external financing plans even if it does not require town meeting approval in advance. |
| Steve Ledoux | Concord | Exceeded | The Superintendent has looked for creative ways to look at the athletic field situation as well as solar. |
| Sue Sheffler | Arlington | Met | Campus development remains a challenge, but due in part to factors outside MM's control at the moment. It appears MM is well positioned to re-ignite efforts in the fall. |
| Jennifer Leone | Lancaster | Significant Progress | This is an ongoing goal, but the Superintendent has spent significant time and energy trying to find a way forward for Minuteman's athletic facilities. |
| Pam Nourse | Acton | Some Progress | While the Superintendent has taken a number of steps to move forward with the Athletic facilities, financial considerations have made it difficult to come to a final plan. |

Leadership Goal #7: District Improvement

The Superintendent will engage the SC (subcommittee) in reviewing and revising a leadership competency model and an aligned instrument to articulate strengths and gaps of District (Superintendent) Administration.

| Name | Town | Rating | Comment |
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| Alice DeLuca | Stow | Met | Over the course of the past few years, the school committee developed a strategic planning process that included leadership succession planning at all levels. In retrospect, this goal could have been worded more clearly. |
| Ford Spalding | Dover | Some Progress | I assume this applies to the School Committee Strategic Planning Subcommittee charge. That committee completed and the School Committee approved the School Committee member transition goals and process. The Committee held a retreat, led by three members of the Minuteman staff, to map out the traits, strengths and attributes for the future leader of Minuteman (Superintendent). That task has also been completed. The Superintendent supported this School Committee effort. |
| David Horton | Lexington | Some Progress | The valuable work of the Strategic Planning Committee essentially displaced work on this goal, which still needs work to be fully realized. |
| Jeff Stulin | Needham | No Opinion | |
| Dave O'Connor | Bolton | No Opinion | |
| Jim Gammill | Belmont | Met | Perhaps next year this goal could be expanded to explicitly consider the expectations about the Superintendent-Assistant Superintendent-School Committee relationships. |
| Steve Ledoux | Concord | Met | |
| Sue Sheffler | Arlington | Met | Excellent support of the SC Strategic Planning process that has enabled a faculty/SC joint outline of leadership qualities needed going forward. |
| Jennifer Leone | Lancaster | No Opinion | This goal was tabled while the Strategic Planning Committee worked on next steps. |
| Pam Nourse | Acton | Significant Progress | The School Committee convened a strategic planning subcommittee to consider key skills needed for future leadership of Minuteman. |

Leadership Goal #8: District Improvement

The Superintendent will oversee a smooth transition and address barriers to success resulting from the move to the new building.

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| Alice DeLuca | Stow | Exceeded | It goes without saying that one of the biggest positive challenges a school faces, other than building a new school, can be the transition to opening a new school. The Superintendent has overseen this project at every level, opening on time (a year early per the original plan). Punchlist items are being completed on a regular basis to improve the building. It's a wonderful school, and a model. |
| Ford Spalding | Dover | Met | This is a work in progress. The initial move was flawless. The building was ready to open on time. Punch lists and some remaining space were completed and opened by May 2020. All this process is normal. The Superintendent has participated and supported this process. In fact he also expressed concerns about progress appropriately when needed. As our enrollment increases. As educational opportunities presents itself. The building will be adapted to meet these challenges and needs. That is the beauty and functionality of the building design. The Superintendent played a major role in that development. He understood the educational adaptability of the design. His knowledge of construction was a major asset to the entire Building Team (Building Committee, Skanska, Kastle Boos and Gilbane). They have all remarked to me about that fact. |
| David Horton | Lexington | Exceeded | The superintendent fully planned the physical transition from the former school building to the new and gleaming Minuteman! He was literally and figuratively "on the scene" to plan and effect the move into the new building. Staff members were provided with support needed to move into the new building and to begin teaching. Grand Opening and Ribbon Cutting Ceremonies capped off the years of planning for the new building and its ultimate construction. A true superintendent's tour de force! |
| Jeff Stulin | Needham | Exceeded | The move to the new building was, by all accounts that I know of, terrific. I am sure that this move required a super-human effort by administration and staff, yet, from a school committee member point of view, it just happened. In a number of random conversations with students, the students, without exception, have expressed enormous enthusiasm with the new building and with the administrations and staff's management of the transition. A colossal success. |
| Dave O'Connor | Bolton | Exceeded | Given all the moving elements , The transition appeared smooth and the impacts or challenges appeared to be handled quickly as to not negatively impact the students- Well done ALL . |

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| Jim Gammill | Belmont | Exceeded | I am impressed by the move to the new building. |
| Steve Ledoux | Concord | Exceeded | The opening of the new school has generated much excitement and "buzz" for not only the current students, but new students, faculty, and the public. |
| Sue Sheffler | Arlington | Exceeded | Impressively smooth, on-time and celebratory move to new building. That is a huge achievement given numerous hurdles being raised from a variety of directions, and the state of the art complexities of the new facility. |
| Jennifer Leone | Lancaster | Significant Progress | The move to the new building was a huge success. The administration, teachers and staff worked tirelessly to get things ready for the September start. The abrupt closure of school in March has halted some of the progress. Hopefully school will reopen in the fall and we will see this process continue. |
| Pam Nourse | Acton | Exceeded | The Superintendent oversaw a complex plan to ensure a smooth transition to the new school and continues to oversee evaluate where improvements needs to be made. |

General Comments from School Committee

| Name | Town | Comment |
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| Alice DeLuca | Stow | This is certainly the most challenging year in schools. The schools were thrown in to a shutdown scenario just as the weather started to improve in the spring. Having confidence that the Superintendent is a leader with demonstrated ability to think creatively and to take a strong position has been a blessing. |
| Ford Spalding | Dover | It has been my pleasure and privilege to work with Superintendent Bouquillon this year. |
| David Horton | Lexington | During the past year, as I have for the years I have known the superintendent, I am somewhat in awe of his level of energy, broad and deep knowledge of career and technical education, his investment in the school, his extensive advocacy on behalf of Minuteman at the district and state levels, his participation in organizations devoted to CTE schools, his total dedication to the welfare of students and staff, and his ability to engage with the public and district town officials. A tip of the hat to the superintendent!! |
| Jeff Stulin | Needham | Many years of Ed's efforts have paid off with the opening of the new building. The transition has been excellent. Ed is not resting with this success, instead he is putting into place policies and efforts that with help ensure the success of Minuteman for the long term. This includes marketing efforts, legislative efforts, policies for long-term school maintenance, policies to ensure that appropriate \$'s are spent in maintaining the new facility, and the pursuit of appropriate athletic facilities for the students. And all that before the pandemic struck. In addition to the above I am impressed and pleased with the efforts put in by Dr. Bouquillon and his administration, staff, and teachers to quickly put in place programs and policies needed to make the best of the extraordinary challenge of educating Minuteman's students remotely. A terrific job by all. This has been an extraordinary year for Minuteman, and an extraordinary year for Ed's leadership. A decade of tireless effort by the superintendent has paid off. The primary beneficiaries are the students and student families of the Minuteman district who will benefit from Ed's accomplishments for many decades to come. A great job Ed. Jeff Stulin |
| Dave O'Connor | Bolton | Given all the moving elements this school year 2019 -2020 - The Superintendent and team have done well. |

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| Jim Gammill | Belmont | This is less of a "general comment" and more of a specific recommendation for next year: the Superintendent and SC may want to consider as a goal for next year the regular review by the Superintendent and SC Chair of all legal matters, including review of bills from outside counsel. If this is already going on, then the SC chair should reassure the full SC (without great detail) that this review is in place. |
| Steve Ledoux | Concord | Having only been on the Committee for 8 months, I have been very impressed with the leadership of the Superintendent, his ability to stay on top of issues and manage a new crisis, namely COVID 19. He is always looking for creative ways to move the school forward to meet its mission. |
| Sue Sheffler | Arlington | |
| Jennifer Leone | Lancaster | The closure of the school in the middle of March due to the coronavirus had made this an unusual school year. The administration and teachers have had to change their focus in-class learning to remote learning. This is an extraordinary time and, I believe, the Superintendent and the teachers and staff have done everything in their power to support the students. |
| Pam Nourse | Acton | |