

Leadership Goal #1: Student Improvement
Academy Model Development

Student Improvement Academy Model Development Throughout the 2018-19 school year, the Superintendent will support the Minuteman Academy Model by deepening Professional Learning Communities, developing leadership and learning opportunities for the Academy Development Team and continuing to achieve student improvement gains.

Name	Town	Rating	Comment
Sue Sheffler	Arlington	Exceeded	Minuteman is doing a very successful job of incorporating the Academy Model across the entire school community. There is extensive evidence of staff "buy in" and consistently strong support as shown by the amount of effort committed and the resulting team success. Students exhibit improvement not just on standardized tests, but also as citizens, participating in many service projects, a recent service trip to Puerto Rico, and involvement in the planning of the new school building. The Blue Ribbon School designation is further evidence of strong leadership.
Pam Nourse	Acton	Exceeded	Faculty and staff routinely demonstrated excitement about the academy models during school committee meetings and gave examples of how it fostered collaboration that improved student experience.
Jim Gammill	Belmont	Met	(no additional comment)
David O'Connor	Bolton	Significant Progress	It appears by the evidence and updates provided that the ADT is on track and continue to implement as opportunities present.
Carrie Flood	Concord	Met	I'm a hard marker. I would say that the work that has been done by the team, empowered and led by Ed has been remarkable. It's tempting to say exceeded because of the progress already made and achievements by Minuteman students, but the real test will be how it all plays out when the new building allows the Academy Model to be fully implemented.
Ford Spalding	Dover	Exceeded	A continuing evolutionary process. Ed has engaged deeply his staff and faculty.
Jennifer Leone	Lancaster	Met	The school is well on its way to implementing the Academy Model. I find the integration of teaching across disciplines to be an exciting opportunity for real life learning.
Dave Horton	Lexington	Exceeded	Under the leadership of the superintendent, the staff has assiduously worked on developing and implementing an academy model consistent with the school's mission and learning goals for its students. It is a "dynamic" plan in that it is not static, but still being refined. There is considerable focus on this topic, getting a lot of attention from the superintendent and staff. Utterly commendable is recognition by the United States Department of Education that Minuteman Regional High School is a 2018 National Blue Ribbon School. How about that!
Jeffrey Stulin	Needham	Exceeded	The new building, becoming a Blue Ribbon school, and the continued development of the Academy Model are all big wins for education at Minuteman. The superintendent deserves credit for working in all of these efforts. I look forward to next year where I hope to see: *The opening of the new building; *Continued improvements to the Academy model; *Continued improvements to Minuteman Academic and Career programs
Alice DeLuca	Stow	Met	

**Leadership Goal #2: Professional Practice
Legislative and Community Engagement**
Over the 2018-19 school year, the Superintendent will engage legislators, state workforce education advocates, local, municipal and business leaders in improving regulations to enhance the financial health of the district and expand student access, increase enrollment, and support a diverse student body.

Name	Town	Rating	Comment
Sue Sheffler	Arlington	Exceeded	Given the financial and regulatory constraints under which vocational schools - and Minuteman in particular - operate, there is a heavy and consistent need for the Superintendent to engage with legislators and many others in the field. The evidence shows that there has been extensive outreach at the state, local, member town, and other regions to pursue initiatives and provide education on topics critical to the Minuteman District.
Pam Nourse	Acton	Significant Progress	The Superintendent has developed external strong relationships with state agencies, legislators, advocates and other constituents. The legislative delegation is very supportive of Minuteman in large part because the Superintendent has such strong relationships and is able to find opportunities that benefit the school. Changing state regulations is a formidable task, and the inability to change the regulations that have inhibited enrollment and fair tuition are the primary reason for this rating, despite all the other Superintendent's accomplishments. .
Jim Gammill	Belmont	Some Progress	When this goal was proposed there was discussion at an Officers Meeting about the wording, and the reference to "enhance the financial health of the district" was added as a result. This discussion reflected my desire as school committee vice chair to have implementation of section X(B) of the regional agreement as a relevant and appropriate topic for the Superintendent's time and attention in 2018-19. The out-of-district access issue and the out-of-district tuition issue each require DESE action, and thus far neither issue has been resolved. For much of the 2018-19, the access issue has been pursued primarily by the Superintendent, while the tuition issue has been discussed at the school committee. I am glad that as the school year draws to a close there is greater collaboration and coordination among the school committee and Superintendent.
David O'Connor	Bolton	Met	Solid progress and results .
Carrie Flood	Concord	Exceeded	While his first loyalty is to the Minuteman, I'm most impressed by the way Ed has broadened his focus by advocating for legislative and regulatory actions that would more generally serve the schools/programs that operate under Chapter 74 and, by extension, the regional economy that depends on their success.
Ford Spalding	Dover	Met	He / We can always do more. I am sorry we did not get the Governor's attention to release the Photovoltaic Canopy Project funds.
Jennifer Leone	Lancaster	Significant Progress	The Superintendent certainly worked hard to improve student access to Vocational Education. In addition, the positive enrollment numbers for next year are encouraging. There is still work to be done, but there has been improvement.

Name	Town	Rating	Comment
Dave Horton	Lexington	Exceeded	The superintendent spent considerable time, productively so, engaging legislators and local leaders in discussion and in actions to benefit the school, e.g. contacting State legislators to release funds to design and construct a photovoltaic overlay district on the Minuteman property; promoting legislation to enable the District to lease land for up to fifty years; supporting legislation that advocates to increase student access to career and technical education schools and programs; contributing to the development of statewide standards and the framework for the Chapter 74 Exploratory Program; and establishing an agreement with Middlesex Community College that enables Minuteman students to receive both high school and college credit for certain courses taught at Minuteman. A similar agreement is being sought with UMass School of Engineering, in particular Advanced Manufacturing. Dr. Bouquillon's "Professional Practice" extends far beyond the walls of Minuteman, consistent with his advocacy and championship of career and technical education as a whole and at Minuteman in particular.
Jeffrey Stulin	Needham	Met	The list supplied by the superintendent regarding legislative efforts detail an impressive list of initiatives. These are not efforts which are guaranteed to happen in any particular timeframe. Some will never bear fruit. The list of initiatives does match well with the district's needs and with our students needs. I hope to see year-by-year progress on these issues. For this year I am satisfied with the superintendent's efforts and I look forward to further progress in the years to come.
Alice DeLuca	Stow	Met	The original wording of the Leadership Goal #2 in the End of Cycle Progress Report is different than what is printed above: "Over the 2018-2019 school year, the Superintendent engaged legislators and local leaders in understanding the needs of the District, specifically: Massachusetts Frameworks for Chapter 74 Exploratory Programs, regulations that limit students access, restrictions to funding for equipment and campus development opportunities." The photovoltaic array project has basically been a district dream for decades, long before Dr. Bouquillon came to the district, and it is now being implemented. This is a positive move. It is unfortunate that the Commonwealth did not release the funding for the photovoltaic array, despite the Superintendent's efforts, thus limiting the District's options within the MSBA project time frame. The work on the Exploratory Frameworks is important. It is cited by the Superintendent, and responds to the Goal #2 that was shown in the original document.

Leadership Goal #3: District Improvement
Adding Watertown to the Minuteman District
The Superintendent will communicate all appropriate information to Watertown school and city officials regarding membership in the Minuteman District and will secure a MOU.

Name	Town	Rating	Comment
Sue Sheffler	Arlington	Did Not Meet	While extensive work was done, and positive discussions continue, this MOU may prove an extremely difficult goal to achieve.
Pam Nourse	Acton	Did Not Meet	Unfortunately Watertown did not agree to move forward with membership.
Jim Gammill	Belmont	Did Not Meet	My preference would have been for more formal consultation with the full school committee before an offer was put forward to the Watertown school committee. I also believe that the lack of progress towards implementing a tuition proposal (see #2) encouraged key Watertown decision makers to believe that non-member status will continue indefinitely to be the cheaper alternative to membership.
David O'Connor	Bolton	Some Progress	
Carrie Flood	Concord	Met	I hope Watertown eventually makes the decision to join the Minuteman District and I think it's wise to give them time to see what happens with application and enrollment with the new building coming on
Ford Spalding	Dover	Some Progress	I understand Watertown has put this on hold for two years. Not sure Ed could have done more. We may have needed to engage more people in this effort
Jennifer Leone	Lancaster	Did Not Meet	This goal may have been too specific. The Superintendent engaged with Watertown officials to encourage them to consider joining the district, but Watertown seems to be reluctant to commit.
Dave Horton	Lexington	Some Progress	Not for lack of trying, but the goal of securing a Memorandum of Understanding with Watertown regarding membership in the Minuteman District was not realized. Some progress was made, but the "goal line" was not breached.
Jeffrey Stulin	Needham	Some Progress	It is unfortunate that Watertown has delayed the consideration of becoming part of the Minuteman district. I expect the administration, along with the school committee and other interested parties, to continue these efforts in the next year. Perhaps the superintendent should explore the possibility of finding other knowledgeable individuals to assist in this on-going effort.
Alice DeLuca	Stow	Significant Progress	There is not an MOU with Watertown. I believe that it would be beneficial to Watertown to join with Minuteman, and hope that ultimately this will happen.

Leadership Goal #4: District Improvement
Increasing Applications and Enrollment

The Superintendent will support and guide the expansion of a robust marketing, recruitment and visibility campaign to increase member town applications.

Name	Town	Rating	Comment
Sue Sheffler	Arlington	Met	The application trends are very encouraging, and are being tracked well. This is a major, significant response to a need going forward to fill the school with member town students. The commitment to creating new roles, updating the website and supporting outstanding presentations to local potential students is noteworthy.
Pam Nourse	Acton	Exceeded	The Superintendent worked very closely with the enrollment task force and developed several creative initiatives, such as parent liaisons, to increase enrollment.
Jim Gammill	Belmont	Exceeded	Good responsive efforts. The parent liaisons have had a positive effect.
David O'Connor	Bolton	Some Progress	Additional focus on in district students is still needed. I fear the loss of the Nashoba middle school programs will have a negative impact on recruitment longer term for those sending communities.
Carrie Flood	Concord	Met	
Ford Spalding	Dover	Exceeded	We believe the results will be very positive come October 1, 2019. The "Exceeded" is based on projections.
Jennifer Leone	Lancaster	Met	There has definitely been a robust campaign to increase member town applications and this years numbers have shown that this has been successful.
Dave Horton	Lexington	Met	Increasing the enrollment of students living in the Minuteman District was a central focus of the superintendent and definitely of the school committee as well. To that end, an assistant director of admissions was hired; five parent liaisons were identified to extend communication between the school and parents and vice versa; the website was updated to be more user friendly; and he supported school committee efforts to engage sending schools more effectively in the recruitment process. A staff member to focus on "getting out the word" about Minuteman, i.e. communication with the public and media, will be hired beginning with the 2019-20 school year. Total applications have increased by 21% with an anticipated increase of 25% enrollment of in-district students for the incoming class.
Jeffrey Stulin	Needham	Exceeded	This has been a very good year for increasing enrollment at Minuteman. Nevertheless it is important for the administration to continue working with the Enrollment Taskforce on the initiatives that we have put together to help ensure that this bump in enrollment is not a one time improvement. I am happy with the work of the superintendent regarding these initiatives and I look forward to their implementation in the coming year.
Alice DeLuca	Stow	Met	Enrollment continues to be top priority. The increase in in-district applications is a hopeful sign. It is not yet possible to know how enrollment will correlate to the # of applications. The addition of the parent liaisons is a strong move, as is the current hiring process for a Communications Director. The website is being refined, and I look forward to seeing further improvements.

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**Leadership Goal #5: District Improvement
Campus Development**
The Superintendent will continue to seek public private partnerships to fully build out the Athletic Facilities and implement a Phase 3 Campus Development Plan to keep the MSBA project on time and on budget.

Name	Town	Rating	Comment
Sue Sheffler	Arlington	Significant Progress	
Pam Nourse	Acton	Some Progress	The district did not make as much progress on this goal as we had hoped, given the lack of responses to the RFR and failed negotiations with Lexington.
Jim Gammill	Belmont	Significant Progress	(no additional comment)
David O'Connor	Bolton	Significant Progress	Solid efforts have been demonstrated in efforts to achieve this goal.
Carrie Flood	Concord	Significant Progress	It doesn't particularly bother me that Plan A didn't work out, except that it made for a very tight time line in developing Plan B.
Ford Spalding	Dover	Did Not Meet	Through a variety of reasons this will not be achieved this year. That is NOT do to lack of effort on Ed's (and Kevin's) part. We will be able to complete the part previously approved by the MSBA,
Jennifer Leone	Lancaster	Some Progress	The school building is on time and on budget, but the redevelopment of the rest of the campus seems to be moving slowly. Lexington chose to pause any plan for athletic fields and there were no viable responses to the RFP that was issued to campus development. Hopefully this is just a temporary hiccup and the Donahue Institute will continue to help us towards a viable and profitable reuse plan.
Dave Horton	Lexington	Some Progress	A lot of time and energy was given to developing an inter-municipal agreement with the Town of Lexington to fully build out the Athletic Facilities planned for the school, but it did not come to fruition, unfortunately, The District has been working with the UMass Donahue Institute to identify possible partners to implement a Phase II Campus Development Plan, but it is not yet fully realized.
Jeffrey Stulin	Needham	Significant Progress	It is too bad that the proposed partnership with Lexington did not bear fruit. It is also disappointing that there has not yet been a demonstration of formal interest from possible new partners. Nevertheless the effort is not over and I hope to see substantial progress in the upcoming year.

Alice DeLuca	Stow	Significant Progress	<p>The goal in the End of Cycle Progress Report is stated " Superintendent will develop an Intermunicipal Agreement with the Town of Lexington to fully build out the Athletic Facilities, will implement a Phase II Campus Development Plan, and will keep the MSBA project on time and on budget." This is <u>not</u> the same as the goal stated above for evaluation, but is more similar to the language discussed by the School Committee in September 2018. It is unfortunate that the goal conflates the building project and Phase II or 3 campus development project (depending on which document one reads). The building project is going well, and is on time -- a major accomplishment. This accomplishment cannot be understated. The building is a complex and significant project for the District and its students. Regarding the campus development plan, reports of discussions with Lexington seemed positive for a while, but that dissipated. The Donahue Institute met once with the school committee when they presented their capacity to manage a public-private partnership proposal process, and they were hired. The school committee has not heard directly from them since that one meeting. I look forward to hearing some positive news of progress on the campus development phase and Athletic Facilities.</p>
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