MRSD School Committee
Superintendent Evaluation Sub-Committee

Meeting Minutes
September 29, 2026

The meeting was called to order at 5:32pm by Robin Millen, Superintendent of the Monomoy Regional School District.

A quorum was established with all subcommittee members in attendance: Katie Cutter, Ryan Edwards, Heather Morgan and Lucia Quinn. Also in attendance was Robin Millen.

There was no public comment.

Election of officers: Motions, seconds and roll call votes were completed, electing Katie Cutter as chair of the committee, and Lucia Quinn as the recorder.

9.29.2026 Agenda: Robin Millen welcomed the subcommittee and expressed appreciation for the members' time and engagement with the process. She acknowledged Mr. Edwards' prior experience on this subcommittee and welcomed any input he could provide to the team.

Dr. Millen distributed a number of documents to the members, and reviewed the purpose and key details from each. They included:

1. The Guide provided to school committees, district and superintendents to implement the Model System for Superintendent Evaluation in accordance with the requirements set forth in the Massachusetts Educator Evaluation Regulations (603 CMR 35.00), which:
    a. Outlines the requirements of the regulation and the principles and priorities that underlie the educator evaluation framework;
    b. Describes the roles, responsibilities and the process embedded in the Model System for Superintendent Evaluation; and
    c. Shares resources and practices supporting effective implementation.

    Dr. Millen then reviewed the three major sections of the guide: The Overview, the detailed 5-Step Cycle and Conditions for Effective Implementation, and the Step-Specific Resources that are available to the committee.

2. She focused in more detail on:

a. Appendix E that queries what changes in the process and timelines should be considered for new superintendents.
b. The Indicator Rubric for Superintendent Evaluation, intended to support a shared understanding of effective leadership practice between a superintendent and school committee members.
c. Examples of Common Types of Evidence by Indicator for evaluation of superintendents.
d. A sample of the End-of-Cycle Summative Evaluation Report

Dr. Millen shared her preliminary thinking with regard to the content of each of these resources and templates. She emphasized the importance of setting measurable goals and creating a process of frequent communication focused on continuous improvement. She recommended changes to the timelines suggested in the guide, requesting earlier and more frequent interactive review of her goals, implementation progress, preparation for the year-end evaluation process, and launch of the next strategic plan for MRSD. The subcommittee supported her changes to the timeline and her recommendation that the initial cycle be a 1-year review, conducted with the existing committee members (i.e., before Harwich and Chatham School Committee elections occur in May of 2027.) Other timing changes are: 1) bringing forward the Needs Assessment to late November/early December, 2) holding a quick follow-on meeting in December to align/modify any goals as needed, 3) beginning the formative assessment in January of 2027 and completing it in early May.

Dr. Millen invited and listened carefully to the questions and input from each committee member. The Subcommittee asked her to consider including two additional goals in her initial draft of goals for activities which committee members noted are taking a significant investment of time, energy and expertise and which deserve review and recognition in the superintendent evaluation.

The first proposed goal pertained to her rigorous involvement in the building projects underway and upcoming at the Middle School. While not serving as the General Contractor, she is required to participate in and understand the complexities of these construction projects. The second proposed goal recognizes the significance of the role she plays in the MRSD Joint Working Group. The superintendent is not a voting member but must share her expertise and experience regarding the implications of decisions being considered and provide insight regarding implementation of those decisions, maintaining objectivity throughout.

Throughout the meeting, Dr. Millen shared a number of the values and methods that are essential to her leadership, foreshadowing what the subcommittee can expect to see in her draft goals. She proposed that she will begin incorporating progress updates on her goals,

referencing the agreed-upon indicators as evidence, in her weekly memo to the School Committee.

Action Items: The meeting concluded by establishing the agenda for the subcommittee's next meeting, scheduled for Monday, October 19. Prior to that meeting, Dr. Millen will forward a draft of her goals, Appendix E (from the Guide discussed above), and the indicators (i.e. evidence) she recommends be used to monitor progress on each of her goals. The October 19 agenda will include: 1) a review of the final draft of the Superintendent's goals and performance indicators for Year 1 in the role, 2) finalization of the processes that will be followed to monitor her progress against the goals, and 3) developing the recommendations which the subcommittee will include in its presentation to the full School Committee later in October.

Subcommittee members shared their appreciation for Dr. Millen's preparation and leadership through the meeting and their enthusiasm for working with her throughout the year.

There was a motion, a second and a unanimous vote to adjourn the meeting.

Respectfully submitted,

Lucia Luce Quinn
10/1/2026