

**LEXINGTON SCHOOL COMMITTEE MEETING**  
**Monday, March 18, 2013**  
**Cary Memorial Building, Estabrook Room**  
**1605 Massachusetts Avenue**

**6:30 p.m.    Call to Order and Welcome:**

Public Comment – (Written comments to be presented to the School Committee; oral presentations not to exceed three minutes.)

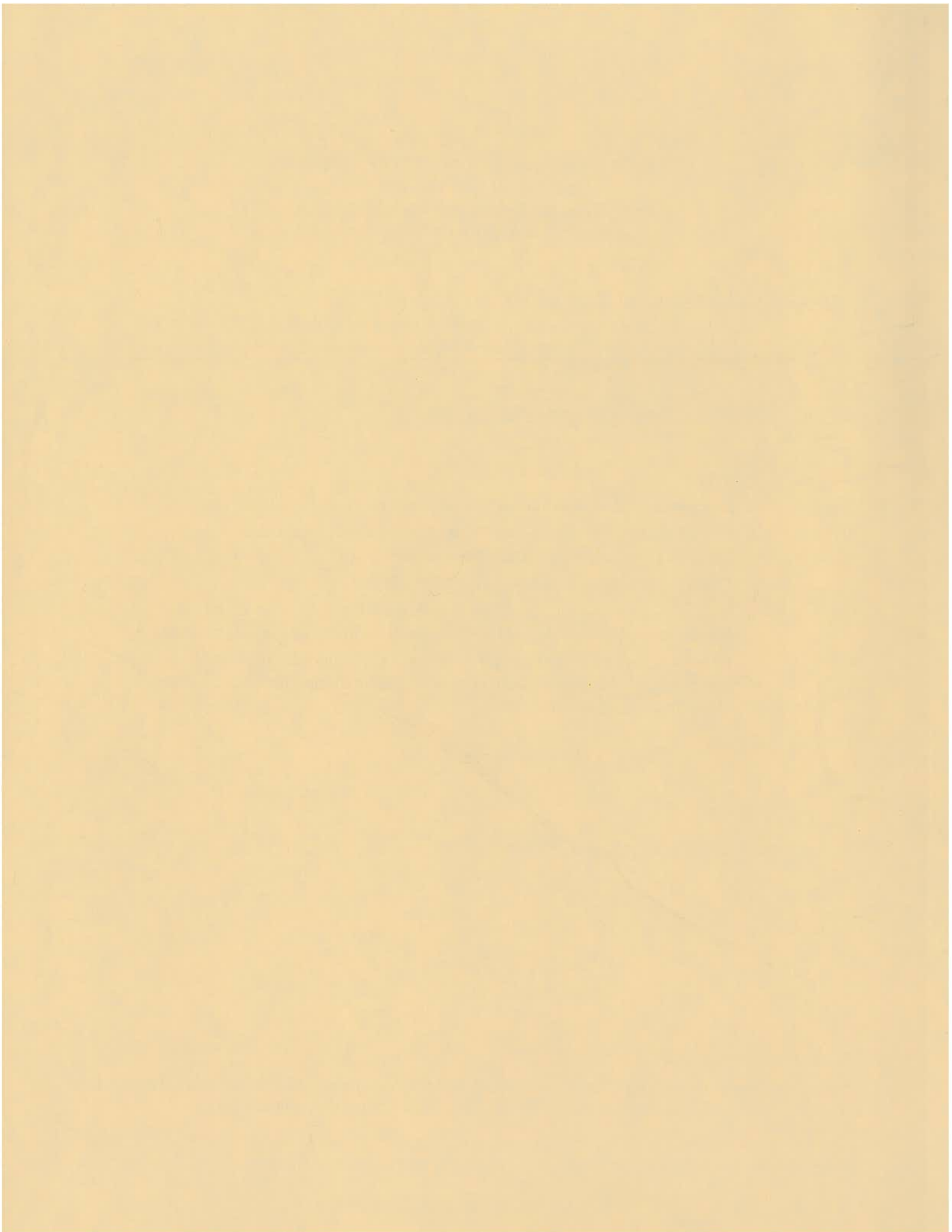
**6:35 p.m.    Members' Reports / Members' Concerns:**

**6.40 p.m.    Agenda:**

1. Discussion of the Superintendent Evaluation Process (10 minutes)
2. Superintendent's Recommendation to Appoint Ellen Sugita as the Director of Special Education, Effective July 1, 2013 (5 minutes)
3. Discussion of Town Meeting Articles (20 minutes)
4. Vote to Accept a \$1,502 Donation from Shire Human Genetic Therapies Inc. in Support of the 2013 LHS Science and Engineering Fair (2 minutes)
5. Vote to Accept a \$10,000 School Award and a \$5,000 Educator Independent Study Award from Genzyme Corporation to the LHS Science Department (4 minutes)

The next meeting of the School Committee is scheduled for Wednesday, March 20, 2013, at 6:30 p.m. in the Cary Memorial Building, Estabrook Room, 1605 Massachusetts Avenue.

*All agenda items and the order of items are approximate and subject to change.*



# Ellen M. Sugita

## **EDUCATION:**

Northeastern University  
Doctor of Education Program  
Begins January, 2013

Lesley University  
Cambridge, MA  
Master of Education, November, 1994

The New England Conservatory of Music  
Bachelor of Music, Flute Performance, May, 1984

University of Southern California  
School of Music, Los Angeles, CA, 1977-1980

## **MASSACHUSETTS EDUCATIONAL LICENSES:**

Middle School 5-9 – *Academic Professional*  
Special Needs 5-12 – *Academic Professional*  
Special Education Administrator – All Levels *Academic Initial*

## **EXPERIENCE:**

**8/2009- Present**      ***Director, Special Education, Plymouth Public Schools***  
***8,000 students, 1600 special education students***

Responsibilities include:

- Compliance of all special education regulations in the district.
- Evaluating and directing six department heads, one pre-school Director, one Out of District Coordinator.
- Oversight of all special education staff including over 300 paraprofessionals
- Communicating and collaborating with superintendent, two assistant superintendents, business manager, and twelve principals: Eight elementary, two middle school and two high school.
- District Wide Staffing
- Extended School Year
- Grant writing, budgeting, and implementation.
- Budget oversight and preparation
- School Committee Presentations: Budget, Program Updates
- New teacher orientation overview of special education services, requirements, professional responsibilities
- Mediations and hearings
- Program development

- Professional development
- Circuit breaker
- Medicaid program
- Transportation and tutoring of special education students

**9/2003–6/2009**      ***Special Education Department Head  
Plymouth South Middle School***

- Evaluate and oversee 20+ staff members that include moderate special needs teachers, speech therapist and special needs paraprofessionals.
- Interview and recommend new staff members for hire
- Implement growth plans
- Coordinate and facilitate staff compliance with special education regulations and timelines
- Chair Team meetings.
- Facilitate the organization and inclusion of three district wide programs: Lifeskills, Language Based, and Autism
- Hold regular department meetings to keep staff current on regulations and discuss improvement in teaching strategies
- Participate in DESE Coordinated Program Review and Midcycle Reviews.
- Participate on School Council (4 years)
- Participate on Building Data Team
- Assist in scheduling of classes and special needs services
- Attend weekly administrative meetings to provide special education view
- Build and retain relationships with staff members in order to be able to keep current with teacher and building needs.
- Organize, review, and schedule timelines for completion of MCAS Alternative Portfolios
- Facilitate and schedule department inservice schedule.
- Facilitate special needs budget

**9/2001-6/2003**      ***Moderate Special Needs Teacher  
Plymouth South High School***

- Member of School Improvement Team
- Provided content support daily to grade 9, 10, and 11 special needs students
- Taught grade 10 Basic English
- Taught grade 10 Basic Science
- Co-taught grade 9 English
- Co-taught grade 9 Science
- Chaperoned dances and other events.

**9/1999 – 6/2001**      ***Moderate Special Needs Teacher  
Plymouth Community Intermediate School***

- Provided inclusion support to grade 7 moderate special needs students across the curriculum
- Provided small group reading instruction daily.
- Administered assessments
- Wrote and facilitated IEPs

- Scheduled and attended IEP meetings.
- Chaperoned team activities

**OTHER:**

Teacher, Summer SAIL program, PCIS, 2001, 2002, 2003  
Orton-Gillingham training  
Wilson Reading training

Opera Experimentale, Spoleto, Italy  
Woodwinds Coach, Bay Youth Symphony  
Flute Coach, Massachusetts Wind Ensemble  
Boston Civic Symphony  
American Youth Symphony  
Young Musicians Foundation Debut Orchestra  
Freelance Flutist, Boston and Los Angeles

**HONORS and AWARDS:**

New England Conservatory of Music Scholarship  
Booth Memorial Scholarship, University of Southern California School of Music  
University of Southern California Scholarship  
California State Scholarship  
Los Angeles Philharmonic Training Program

**PROFESSIONAL EDUCATION AFFILIATIONS:**

Council of Administrators of Special Education  
South Shore Special Education Administrative Council

THE UNIVERSITY OF CHICAGO

1950

THE UNIVERSITY OF CHICAGO  
DEPARTMENT OF CHEMISTRY  
58 CHEMISTRY BUILDING  
CHICAGO, ILLINOIS 60637

TO THE DIRECTOR OF THE UNIVERSITY OF CHICAGO  
FROM THE DEPARTMENT OF CHEMISTRY  
RE: [Illegible]

1950

THE UNIVERSITY OF CHICAGO  
DEPARTMENT OF CHEMISTRY  
58 CHEMISTRY BUILDING  
CHICAGO, ILLINOIS 60637

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THE UNIVERSITY OF CHICAGO  
DEPARTMENT OF CHEMISTRY  
58 CHEMISTRY BUILDING  
CHICAGO, ILLINOIS 60637

**Annual Evaluation of the Superintendent  
By the Lexington School Committee**

*For the period from February 29, 2012 to February 28, 2013*

**Superintendent: Dr. Paul Ash**

**School Committee Members**

**Signature**

**Margaret Coppe, Chair**

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**Alessandro Alessandrini, Vice-Chair**

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**Bonnie Brodner**

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**Jessie Steigerwald**

\_\_\_\_\_

**Mary Ann Stewart**

\_\_\_\_\_

**Date of completion:**

\_\_\_\_\_

**A. Meeting of Annual Goals** *If a goal directly ties to annual job performance, the evaluation section where it can be found is listed in parentheses.*

A. Meeting of Annual Goals	Excellent			Satisfactory			Fails to meet expectations	
	7	6	5	4	3	2	1	
1. Ensures that academic, social and emotional needs of students are identified and matched with appropriate and effective curriculum and instructional experiences								
a. Curriculum review	7	6	5	4	3	2	1	
b. District goals								
c. School Improvement Plans								
d. Assessment of programs – (Sect. C)	7	6	5	4	3	2	1	
e. MCAS review – (Sect. C)	7	6	5	4	3	2	1	
f. Process to identify student needs and deliver services	7	6	5	4	3	2	1	
2. Ensures that the faculty and staff are of high quality, and are enabled and supported to perform at the highest professional level								
a. Support professional development – (Sect. F)	7	6	5	4	3	2	1	
b. Implement a more effective hiring process	7	6	5	4	3	2	1	
3. Obtain and manage financial resources								
a. Work with School Committee, PBC, and DPF on the Bowman, Bridge, and Estabrook projects	7	6	5	4	3	2	1	



b. Develop a 5-year capital plan	7	6	5	4	3	2	1
c. Improve facilities maintenance	7	6	5	4	3	2	1
d. Negotiate contractual settlements that are fair and appropriate within the financial means of the Town – (Sect. F)	7	6	5	4	3	2	1

**B. Relationship with the School Committee**

*The School Committee relies on the Superintendent in order to make informed decisions that will affect the quality of education for Lexington's children receiving public school education. In order to promote a climate of mutual respect and trust, a professional working relationship should be maintained. It is expected that the Superintendent will support and implement School Committee policies and directives, and effectively communicate these to the students, staff, and members of the community.*

B. Relationship with the School Committee	Excellent		Satisfactory			Fails to meet expectations	
	7	6	5	4	3	2	1
1. Interprets, supports, and executes the intent of all School Committee policies.	7	6	5	4	3	2	1
2. Keeps the School Committee informed on issues, needs and operation of the School District.	7	6	5	4	3	2	1
3. Gives a recommendation to the School Committee on items requiring School Committee action, based on thorough research and analysis.	7	6	5	4	3	2	1
4. In collaboration with the chair, helps establish clear direction for School Committee meetings, and provides to School Committee agendas and support materials in a timely fashion to allow for informed policy formation and decision-making.	7	6	5	4	3	2	1
5. Maintains a professional working relationship with the School Committee.	7	6	5	4	3	2	1
6. Seeks and accepts constructive criticism from members of the School Committee.	7	6	5	4	3	2	1
7. Remains impartial toward the School Committee; treats all Committee members alike.	7	6	5	4	3	2	1

### C. Educational Leadership

*Educational decisions must address the needs of all students. The Superintendent should keep abreast of the latest research and developments in the field of education. Curriculum evaluation and development, professional evaluation and development, and student assessment should all be considered in the formulation of short and long-range goals and objectives.*

C. Educational Leadership	Excellent		Satisfactory			Fails to meet expectations	
	7	6	5	4	3	2	1
1. Provides direction to principals in leading the learning in their schools and holds them accountable for improving teaching, learning, and achievement.	7	6	5	4	3	2	1
2. Ensures current principles and best practices are implemented, based on data collection and on research to foster effective classroom instruction and educational decisions.	7	6	5	4	3	2	1
3. Holds principals, teachers and staff accountable for having high and appropriate standards for every student and for helping students to meet them.	7	6	5	4	3	2	1
4. Aligns instruction and assessment with state and federal frameworks and with community standards that reflect high standards for learning.	7	6	5	4	3	2	1
5. Works to improve MCAS and other standardized test scores for each school and each student sub-group within the district.	7	6	5	4	3	2	1
6. Challenges the educational community to raise expectation of students' capacity for learning.	7	6	5	4	3	2	1
7. Develops the mission and vision statements for the district.	7	6	5	4	3	2	1

**D. General Management**

*The Superintendent has the responsibility for the efficient and effective operation of the school system. With the School Committee, the Superintendent develops goals and objectives that provide the framework and directions for successful leadership and management. It is important that the Superintendent is familiar with the state and federal laws, Department of Elementary and Secondary Education regulations, School Committee policy, and community values and expectations.*

D. General Management	Excellent				Satisfactory			Fails to meet expectations	
	7	6	5	4	4	3	2	1	
1. Implements the mission and vision statements of the District.	7	6	5	4	4	3	2	1	
2. Exercises effective organizational skills based on research and best practices.	7	6	5	4	4	3	2	1	
3. Models ethical behavior, interacts with others in a professional manner, and accepts responsibility for his/her own action.	7	6	4	4	3	2	1		
4. Works to develop and maintain a trusting relationship with employees, School Committee and the community.	7	6	5	4	4	3	2	1	
5. Ensures a safe environment for all students and employees, including emergency procedures	7	6	5	4	4	3	2	1	

**E. Budget Management**

*The School Committee has the responsibility of studying and approving the budget, and the Superintendent has the responsibility to present that budget to the School Committee in a manner that promotes their full understanding. The budget should take into consideration the needs of the entire system based on a formal assessment process. The need to promote the school system and gather community support for school finances is an integral part of the budget process.*

E. Budget Management	Excellent		Satisfactory			Fails to meet expectations	
	7	6	5	4	3	2	1
1. Develops a budgeting system that is clear and concise, using a model determined in collaboration with the Finance Office.	7	6	5	4	3	2	1
2. Involves staff in budget preparation and setting priorities.	7	6	5	4	3	2	1
3. Works collaboratively with Town Manager and the appropriate Boards, Commissions, and Committees to ensure the financial needs of the schools are clearly understood and aligned with other town needs.	7	6	5	4	3	2	1
4. Works with the School Committee to make budget documents available to the School Committee and the public in a timely fashion.	7	6	5	4	3	2	1
5. Explains and advocates for the school budget to the School Committee, Town Meeting, and the public.	7	6	5	4	3	2	1
6. Manages the school budget and ensures adequate internal controls and accounting practices.	7	6	5	4	3	2	1
7. Implements and follows meaningful financial reporting system, e.g., provides clear and concise budget status summaries to the School Committee on a quarterly basis.	7	6	5	4	3	2	1

**F. Personnel Management**

*The Superintendent is responsible, either directly or indirectly, for the hiring of all school personnel. Personnel decisions should be approached in a non-discriminatory and impartial manner. The Superintendent should foster an environment conducive to good teaching and should be alert to issues that affect staff morale. The Superintendent should develop and lead a meaningful staff evaluation program, and should provide professional development opportunities that meet the needs of staff. The School Committee should be kept informed in appropriate matters of collective bargaining, performance standards, professional development, and grievances.*

F. Personnel Management	Excellent		Satisfactory			Fails to meet expectations	
	7	6	5	4	3	2	1
1. Models and promotes an inclusive atmosphere of mutual respect throughout the school system.	7	6	5	4	3	2	1
2. Develops and encourages practices that continue to increase the diversity of the staff and supports that diversity.	7	6	5	4	3	2	1
3. Is responsible for a professional development plan based upon the needs of the District and aligned with the goal of improving curriculum and instruction.	7	6	5	4	3	2	1
4. Serves as a resource to the School Committee on matters of collective bargaining.	7	6	5	4	3	2	1
5. Effectively uses a team approach to solving problems.	7	6	5	4	3	2	1
6. Builds employee job satisfaction through listening, encouragement and appreciation of good performance.	7	6	5	4	3	2	1

**G. Communications and Public Relations**

*Public awareness is vital for the support of education in Lexington. The Superintendent should ensure that staff, students, parents, and the community are kept informed of the mission, the needs, and the accomplishments of the school system. A strong, open and positive posture is needed in building public support.*

G. Communications and Public Relations	Excellent		Satisfactory			Fails to meet expectations	
	7	6	5	4	3	2	1
1. Fosters mutual trust and collaboration within the District, and between the schools and the community.	7	6	5	4	3	2	1
2. Works to improve internal and external communications.	7	6	5	4	3	2	1
3. Ensures that timely communication on important matters is provided to parents.	7	6	5	4	3	2	1
4. Works collaboratively with parent/teacher organizations, site councils, and other school groups, sharing ideas, and promoting mutually beneficial projects.	7	6	5	4	3	2	1
5. Establishes an outreach to diverse groups within the community.	7	6	5	4	3	2	1
6. Is visible to the community, gaining support for the schools.	7	6	5	4	3	2	1
7. Handles media relations skillfully.	7	6	5	4	3	2	1

**Overall Evaluation**

Overall Performance – please add any comments	Excellent		Satisfactory			Fails to meet expectations	
	7	6	5	4	3	2	1
<b>A. Meeting of Annual Goals</b>	7	6	5	4	3	2	1
<b>B. Relationship with the School Committee</b>	7	6	5	4	3	2	1
<b>C. Educational Leadership</b>	7	6	5	4	3	2	1
<b>D. General Management</b>	7	6	5	4	3	2	1
<b>E. Budget Management</b>	7	6	5	4	3	2	1
<b>F. Personnel Management</b>	7	6	5	4	3	2	1
<b>G. Communications and Public Relations</b>	7	6	5	4	3	2	1
<b>Overall rating:</b>							