

December 18, 2019

*Medfield 2021*, our strategic 5-year plan, has been our guiding compass and Dr. Marsden has been fully committed to fulfilling the goals and intentions set within the document. His evaluation is directly linked to the progress of these goals. Each school committee member was tasked to evaluate the superintendent's performance goals using the five standard ratings: Did Not Meet, Some Progress, Significant Progress, Met and Exceeded. The performance ratings for Dr. Marsden's professional goals were a combination of "Met" and "Exceeded".

Under the Department of Education guidelines, we also evaluate Dr. Marsden on four overarching standards: Instructional Leadership, Management and Operations, Family and Community Engagement, and Professional Culture. Each year, the School Committee approves Dr. Marsden's professional goals, following a similar rubric as is used by principals when evaluating teachers. When we approved *Medfield 2021*, we asked Dr. Marsden to specifically link his goals under each of the state-proscribed standards to our strategic plan.

The superintendent's strongest overall rating was in Standard IV: Professional Culture, with the majority of the school committee giving him an Exemplary rating. Standard IV is where the education leader promotes the learning and growth of all students and the success of all staff by nurturing and sustaining a districtwide culture of reflective practice, high expectations, and continuous learning for staff. Jess Reilly writes that "Dr. Marsden also spearheaded the initial negotiation of an Educational Aide contract, which has increased the professional development requirements and increased the level of inclusion of these important professionals into the professional milieu." And Anna Mae O'Shea Brooke noted that "Dr. Marsden reflected and took action to staff feedback regarding the lack of substitute teachers. After comparing daily substitute pay rates from surrounding towns, he worked within our resources to increase our daily

rate so that we may be more competitive and therefore try to attract and keep our substitute teacher pool.”

Dr. Marsden received an overall rating of Proficient on Standard I: Instructional Leadership, which is where the education leader promotes the learning and growth of all students and the success of all staff by cultivating a shared vision that makes powerful teaching and learning the central focus of schooling. Standard I is recognized not only as an area of continuous growth, but an area that warrants continuous evaluation and improvement and his rating in this standard reflects this desire. The superintendent's renaming of the Director of Curriculum position to Director of Instruction and Innovation is not only symbolic change, but indicative of how we want to grow as a district. Leo Brehm stated that “The superintendent has long recognized and put many initiatives in place before this current FY20 school year to address many of the needs in Medfield's curriculum and assessment needs. These have included the creation of the Director of Instruction and Innovation position, which will surely help to accelerate the meeting of the curriculum needs in Medfield.” And Tim Knight notes that, although he has limited experience, based on the Q&A from MCAS and extent of data driven analysis that is being done, he sees very promising results.

We would like to note that our superintendent's responsibilities extend far beyond the 2600+ students in our district and their families. In addition to the staff of over 350 teachers, administrators, other professionals, and our school committee, Dr. Marsden is engaged in continuous collaboration with the following groups: the office of the Town Administrator, the police and fire chiefs, the DPW and Park and Rec Directors. He also serves on the Town Planner Board/Committee, and is a Director for both TEC and ACCEPT. He is co-president of the Tri-County Superintendent's Roundtable, an executive member of the Massachusetts Association of School Superintendents, a Medfield Cares About Prevention leadership member, a Medfield Coalition for Suicide Prevention founding member, and also

serves on the MIAA statewide football committee. In addition to the countless meetings and preparations needed for these commitments, he also attends the major events across the Medfield school district; athletic games, music concerts, art shows, award ceremonies, etc. In short, he is an excellent ambassador for the district.

There are three other areas of note that should be reflected in this evaluation summary. First, Dr. Marsden's dedication through word and action to the social and emotional wellbeing of our entire district; students and staff alike. He brought in Interface, a much needed mental health service to Medfield, established the SEL Task Force and supported the Challenge Success initiative. Though the hard work continues, a positive cultural shift has transpired in our schools and community. Secondly, the renovation or relocation of Dale Street School is on a positive trajectory: acceptance into the MSBA reimbursement program, funding for a feasibility study secured, a respected OPM (Owner's Project Manager) and architect selected. Thirdly, although Dorothy Presser of MASC did not recommend a 360 evaluation, Dr. Marsden took the initiative to have his leadership team give him feedback on his strengths, areas to improve and feedback on what his short and long term focus should be. We commend him for taking this extra step, which is indicative of his desire for continued professional growth. One member of the leadership team wrote "I am incredibly grateful to work for a superintendent whom I respect, share common values with, and who always makes decisions (regardless of how difficult) in the best interest of children."

Finally, Dr. Marsden's leadership on the FY20 budget and his long-term budget strategy, which garnered overwhelming support at the polls, has put the district in a position to continue to innovate, and continue to excel. And as Meghan Glenn noted in her summary "Dr. Marsden has and continues to lead in the manner of one with highly respectable and moral character. His resiliency toward the ever-changing events that shape the educational landscape is exemplary and should be noted. The nature of the relationship

between this Superintendent and the Medfield School Committee is one built on a foundation of collaboration and trust.”

Summary written by Anna Mae O'Shea Brooke 12/19/19

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