

Superintendent Mid-Year Evaluation
COMPILED RESULTS
 December, 2017

QUALITY	Not Evident	Somewhat Evident	Generally Evident	Very Evident
QUALITY #1: The Superintendent demonstrates strong and effective communication across all stakeholder groups.				
RANKINGS:			1	5
<p>School Committee Comments:</p> <ul style="list-style-type: none"> ○ Bob has integrated himself in every way in the community to be involved and to get communications out to all stakeholders. ○ Many people have approached me stating the Dr. Tremblay has met with them, has listened to them and they believe Dr. Tremblay will look into their concerns and make changes that he feels are necessary. I believe trust in the administration that is starting to develop. ○ Dr. Tremblay is an excellent communicator who has strong oral and written communication skills. He is omnipresent at school, extracurricular and community events. He listens and appears quite empathetic to all stakeholders. His week-long residency at each of our schools has increased the confidence of our staff, students and parents that Central Administration is present and hears their concerns and experiences their challenges. ○ I would like to see more workshop meetings with the School Committee members and Dr. Tremblay to increase communication with the new school board and to delve into specific issues where the regular meetings are too busy to do so-i.e. equity, achievement, new initiatives, strategic plan, etc. ○ Dr. Tremblay has done a great job communicating with the Committee, Administration, Faculty, Students and the community. He is engaging and opens with his thoughts or ideas and shares them in a timely and appropriate manner. ○ Generally Dr. Tremblay has done a great job making himself available to the community through the events he referenced above, however at these events there is little to no representation from the non-English-speaking segments of our community. Going forward, I would like to see targeted outreach for these communities. 				

QUALITIES	Not Evident	Somewhat Evident	Generally Evident	Very Evident
QUALITY #2: The Superintendent is engaged in the schools and the community.				
RANKING:			1	5
<p>School Committee Comments:</p> <ul style="list-style-type: none"> ○ Bob continues to be invested in the community. No matter where you go you here feedback of how he is at almost every event and how approachable he is. ○ Dr. Tremblay is reaching out and trying to incorporate all aspects of our community. He attends all types of events, is approachable and listens. ○ I only hear good things about Dr. Tremblay from the public. People mention all the time they see him at many school related events. ○ Excellent beginning! Conversations are happening at all the levels. ○ I like the idea that Vision 2020 is being looked at, updated and that a new product will be the result of a collaborative effort between all stakeholders. With everyone now having a part in it, a three year strategic plan will have a better chance of being fully implemented. Surveys and community forums have been an important part of the process. ○ Having almost 1,500 people in two nights attend the visioning forums via Facebook Live showed a new way to engage our parents and community members. ○ I would like to see the incoming School Committee meet with Dr. Tremblay within their own forums /workshops to have their input added. As said before, one meeting per month as a workshop/retreat in a more informal setting could enhance communication with the new school committee and tackle any issues that could arise, even, as an example, forming a yearlong agenda together that would address any district challenges or conflicts. ○ Dr. Tremblay has taken the time to spend a week inside each of the schools, make direct connections with the teachers, students and families of each school, and begun developing great partnerships with local colleges, businesses and professional organizations. Dr. Tremblay is often involved with community events whether they are tied to the schools or not. ○ Going forward, I would like to see targeted outreach for ESL communities. 				

QUALITIES	Not Evident	Somewhat Evident	Generally Evident	Very Evident
QUALITY #3: The Superintendent demonstrates integrity in his role and is able to put his ego aside.				
RANKING:			1	5
<p>School Committee Comments:</p> <ul style="list-style-type: none"> ○ Dr. Tremblay is not afraid to tackle any situation. He wants to truly hear and find out what the problems are and wants to work on solutions together. ○ Dr. Tremblay will review a program and then have an initial plan to revise the program. Dr. Tremblay listens to stakeholders and makes changes based on their input. These changes allow for buy in from the students, staff, guardians, etc. but do not compromise the safety, health and/or emotional and social needs of the students. ○ Dr. Tremblay displays compassion, empathy and respect for all. ○ Dr. Tremblay is definitely shows good progress in management and operations. Only being here for eight months, he is learning what is working and what systems need to be improved-and learning firsthand by means of his residencies. ○ His enthusiasm for being here is infectious and his desire to stay here long-term is most admirable and welcome! ○ I am unsure how the district is evaluating the SAGE program but am concerned that some students need the social and emotional support of these services and am very concerned that there is no director and that the needs of this group of students is no longer being part of the conversation in the senior leadership team. ○ There have been many changes in administration, leadership and programs lately and more collaboration, communication and rationale for some of these changes would be most welcome. ○ More monthly detailed financial information is needed for improved transparency. ○ Although I personally know that there are many important initiatives that are being undertaken to address the social and emotional needs of our students, I would like to see the results of their impact and what other steps we need to accomplish in our role, as a unified team, to address stress and at-risk behavior. ○ Dr. Tremblay is genuine, approachable and as down to earth as one can be. He leads by example and is willing to cover bus duty, recess or help clean the cafeteria. Dr. Tremblay treats all people with respect and genuinely listens to their input, giving consideration to their thoughts. ○ In this area Dr. Tremblay has done a great job diffusing some very tense situations. My only critical comment here would be that it was just recently that the School Committee learned about the Walker Consulting engagement or the work at Barbieri - although these are operational activities that fall outside of the School Committee purview it would be great to hear about these types of activities when they begin. 				

QUALITIES	Not Evident	Somewhat Evident	Generally Evident	Very Evident
QUALITY #4: The Superintendent is innovative and is forward looking in planning and decision-making.				
RANKING:			1	5
<p>School Committee Comments:</p> <ul style="list-style-type: none"> ○ Dr. Tremblay is committed to looking at the big picture and working to come up with a future plan. He is working with all stakeholders which is an essential element to be successful. ○ Dr. Tremblay held 3 meetings across the District for stakeholders to listen and provide feedback on his Visioning of the District. He seems to be trying to put a plan together to move the district forward in the next 3 years. ○ Excellent work but still in progress! ○ I am looking forward to the implemented dual enrollment initiative to have our students work with Keefe Tech., Framingham State and Mass. Bay Community College to help them to be better prepared for post-high school success. ○ SAGE services work with teachers to help them provide differentiation and best practices to their students, the delay in hiring a director to coordinate this work could affect the accommodation of diverse levels of learning needs. ○ I would like to see more evidence of data and trends such as third grade literacy rates, MCAS data, English literacy, high school drop-out rates etc. and be briefed on our remediation efforts and outcomes. ○ Dr. Tremblay is making great strides in the reorganization of the Central Office and has developed a short and long-term plan for the district. He has done a great job revamping support programs and expanding the services that we provide our students. 				

QUALITIES	Not Evident	Somewhat Evident	Generally Evident	Very Evident
QUALITY #5: The Superintendent takes initiative and "gets things done."				
RANKING:			1	5
<p>School Committee Comments:</p> <ul style="list-style-type: none"> ○ Dr. Tremblay truly respects his administration and is not afraid to call upon them for help and ideas. He is not afraid to ask them to step up to plate and utilize them in the district were needed. ○ Many aspects of the district are being evaluated and reviewed, input is asked from the stakeholders and changes are made. Dr. Tremblay seems to persevere and follows through in making decisions that are best for the district. Dr. Tremblay listens, changes his plan and continues to move forward. ○ I think Dr. Tremblay is fabulous at "getting things done", but I think in some occasional instances it might make sense to gather a little more feedback or include a few more details before executing or publishing the plan, but he still gets a "very evident" rating as he's doing a great job, and this is the first time I've given this feedback. ○ There needs to be better communication with the reporting of our finances. Except for the weekly warrants, monthly communication about how we are trending and raw data does not seem to be forthcoming. The School Committee should be an ongoing partner in the development of a budget-it is our fiduciary responsibility. We should be tracking the current year's budget and being part of the planning for the next year's budget. ○ I need to see more evidence of career growth opportunities for our staff. Are there SMART goals for our Collective Turnaround Plan? Are teachers embracing the plan? What do we do if we do not see adequate progress? How many staff members are partaking in the Administrator Cohort Program with Worcester State? ○ Dr. Tremblay does not waste time overanalyzing situations; he evaluates, strategizes and acts efficiently. 				

PRIORITIES: FIRST SIX MONTHS	Not Evident	Somewhat Evident	Generally Evident	Very Evident
PRIORITY #1: The Superintendent is getting to know the schools and the community by spending time in the schools and engaging with community members, teachers and staff.				
RANKING:				6
School Committee Comments: <ul style="list-style-type: none"> ○ This was an extremely successful tool that Dr. Tremblay used, and I hope that he will do it again from time to time. It is a good way to show he is invested in the district and community as well as getting to here from teachers. ○ Dr. Tremblay discussed his residency program at his interview and he completed what he said he would do. He attends all types of events in the schools and the community to meet and listen to all stakeholders. ○ Excellent execution of his entry plan! ○ Dr. Tremblay is a visible presence everywhere in Framingham. Students, staff, parents and residents feel seen, heard and respected by our superintendent. Although we have much to be proud of, we face many challenges. I am confident that Dr. Tremblay is at our helm, steering our district in a positive trajectory! ○ Dr. Tremblay's school based residencies provided a level of insight no other experience could provide. His participation in community based events and willingness to meet with the public on a regular basis is a great asset to the City of Framingham. 				

PRIORITIES: FIRST SIX MONTHS	Not Evident	Somewhat Evident	Generally Evident	Very Evident
PRIORITY #2: The Superintendent is beginning to move the district toward equity in curriculum and services.				
RANKING:			4	2
School Committee Comments: <ul style="list-style-type: none"> ○ Dr. Tremblay has done an outstanding job keeping the SC and the public apprised to what is going on. He has broadened our outreach to the community by reaching out to colleges etc. ○ Building based budgets will continue to provide evidence of this. ○ Choosing "generally evident" as I do not have enough info yet to really know. ○ Excellent efforts! ○ Is there any effort to provide a basic training workshop to our substitute teachers? ○ Dr. Tremblay's school based residencies allowed great insight into each of our schools, and now he has the information needed to implement change. ○ It is wonderful to see equity being at the forefront of our discussions and as a goal in the budget process, but I have concerns about how quickly we can move from an equality-based model to an equity-based model since we do not yet have a 2018-2019 draft budget. 				

PRIORITIES: FIRST SIX MONTHS	Not Evident	Somewhat Evident	Generally Evident	Very Evident
PRIORITY #3: The Superintendent is demonstrating clear and strong communication within the schools, and about the schools to the larger Framingham community on both positive and negative elements.				
RANKING:		1	1	4
<p>School Committee Comments:</p> <ul style="list-style-type: none"> ○ Dr. Tremblay has done a great job. Needs to continually work with staff and all stakeholders involved to make sure they stay updated. ○ Dr. Tremblay takes the time to listen and respond to all stakeholders. ○ I think he's doing a good job, and there's room for doing even more. I look forward to seeing things progress as the district becomes more technologically capable. I was happy to hear that Dr. Tremblay is looking at growing the use of Facebook Live at meetings to allow those who cannot attend night meetings to still participate and even ask questions in real time. ○ An excellent introduction and beginning to the Framingham Public Schools! ○ In addition to his excellent efforts, I would like to see district communications sent to the local Brazilian radio station and the local Brazilian newspaper, in addition to the Metrowest Daily News, the Source and the Patch. ○ If we could add a Framingham Public School section to the new City of Framingham web page, it would increase the visibility of what we are doing in our schools. ○ Dr. Tremblay not only communicates effectively with the school community, he has developed a strong working relationship with town leaders, business owners, families and other resources in and around Framingham for the benefit of our Public Schools. ○ The Superintendent has been focusing his time on the school residencies, strategic planning and the budgeting process, therefore has not had much time to focus on communication or the recommendation of the Communications Task Force. As a result, I don't believe that communication has improved as much as other areas. 				
<p>Additional Comments:</p> <ul style="list-style-type: none"> ○ We are lucky to have Dr. Tremblay in the district. He is a breath of fresh air. He brings such excitement to the staff community and the SC. He has made himself involved with the whole community in every aspect that he is able to do so with all stakeholders involved. ○ Dr. Tremblay is involved in all aspects of the District. He listens to all stakeholders and reviews and evaluates. Dr. Tremblay's recommendations are made considering this input. Changes are being made and the district is starting to move forward. I believe trust in the Administration is starting to be built. I am looking forward to Building Based Budgets and observing where the district is headed in the next 6 months. ○ Dr. Bob Tremblay is an exemplary superintendent and human being who has hit the ground running and has invested himself fully into the culture of our community and the Framingham Public Schools. ○ Despite the challenges of entering a community in transition with many changing and unknown variables, he has always demonstrated compassion, concern and empathy. ○ We are fortunate to have a superintendent who is tireless, enthusiastic, communicative and caring! ○ Although Central Administration and he have put many new ideas and management initiatives in place, the rubber will meet the road when we see the collective results by 				

seeing our student achievement improve, our teacher, staff and family satisfaction soar, and our district accountability level increase.

- Overall, I give Dr. Bob Tremblay an exemplary rating for his first several months in the Framingham Public Schools.
- Overall I think that Dr. Tremblay has done a great job in his time in Framingham, and has deftly handled a number of challenges thrown at him. I appreciate all of the effort that is being put into the strategic plan and budgeting efforts, but at the same time hope that the newly-elected School Committee can work with the Superintendent to identify some concrete improvements that can be made in some areas in the short term.