In addition to relevant and publicly available artifacts such as school committee reports and presentations, accountability data, and school and district improvement plans, the following list includes *examples* of common types of evidence[[1]](#footnote-1) associated with each Standard and Indicator. It is meant to guide—not prescribe—the collection of evidence of Focus Indicators that have been agreed upon by School Committees and Superintendents. This list should not be seen as comprehensive, nor should a superintendent or committee attempt to gather all of the examples cited below.

| **STANDARD I:**  **Instructional Leadership** | **STANDARD II:**  **Management and Operations** | **STANDARD III:**  **Family and Community Engagement** | **STANDARD IV:**  **Professional Culture** |
| --- | --- | --- | --- |
| 1. **Curriculum Indicator**  * Curriculum maps * Example unit plans | 1. **Environment Indicator**  * Analysis of safety and crisis plan elements and/or incidence reports * Analysis of student support systems, structures, or programs | 1. **Engagement Indicator**  * Family and community engagement/participation rates and trends * Examples of outreach to community stakeholders and organizations * Example communications to representative cultural groups | 1. **Commitment to High Standards Indicator**  * Example leadership team meeting agenda items and analysis * School-site walkthrough data and follow-up reports |
| 1. **Instruction Indicator**  * Aggregated classroom walkthrough/observation data * Aggregated student feedback | 1. **Human Resources Management and Development Indicator**  * Staff hiring and retention data * School and district PD plans * Annual Induction and Mentoring report | 1. **Sharing Responsibility Indicator**  * Reports of family participation in district/school services * Compilation of family referrals to and use of outside services * Compilation of parent feedback | 1. **Cultural Proficiency Indicator**  * Implementation updates for relevant policies/practices * Compilation of student/staff feedback on learning environments * Related PD descriptions and/or feedback analysis |
| 1. **Assessment Indicator**  * Report on district assessments * Aggregated classroom walkthrough/observation data * Report of data team meetings and/or protocols | 1. **Scheduling and Management Information Systems Indicator**  * Analysis of master schedules and time on learning * Report on common planning time and professional development opportunities | 1. **Communication Indicator**  * Compilation of survey results from parents/community stakeholders * District website and newsletters * Example agendas for Back-to-School Night and similar events | 1. **Communications Indicator**  * Memos/newsletters to staff and public * Compilation of procedures and protocols to communicate effectively with the School Committee |
| 1. **Evaluation Indicator**  * Compilation of educator goals * Analysis of school and classroom observation data * Analysis of student and staff feedback data | 1. **Law, Ethics, and Policies Indicator**  * Relevant leadership team meeting agenda items * Policies and protocols governing confidentiality and district code of ethics | 1. **Family Concerns Indicator**  * Compilation of parent feedback * Observations of superintendent at school committee meetings and other public settings | 1. **Continuous Learning Indicator**  * Professional development for principals/administrators * Report on professional development/continuous learning for superintendent |
| 1. **Data-Informed Decision-Making Indicator**  * District/school improvement plans * Examples of status updates and other reports for school committee | 1. **Fiscal Systems Indicator**  * Budget analyses and monitoring reports * Budget presentations |  | 1. **Shared Vision Indicator**  * Example leadership team meeting agenda items and analyses * District communications with staff, families, and community |
| 1. **Student Learning Indicator**  * Statewide assessment data * Common assessment data * Analysis of other performance data |  |  | 1. **Managing Conflict Indicator**  * Compilation of feedback from staff, parents, and/or other community members * Observations of superintendent at public meetings |

Model Guidance on the Superintendent Evaluation Process is available at

[www.doe.mass.edu/edeval/model/](http://www.doe.mass.edu/edeval/model/)

1. Any evidence collected by or shared with a school committee as part of the superintendent’s evaluation—particularly when such evidence may communicate information about students, families, and/or staff—must adhere to all confidentiality rules and regulations. [↑](#footnote-ref-1)