

Everett Public Schools Administrators'  
Collective Bargaining Agreement

Between

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Everett School Committee

And

Everett School Administrators Association

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2015-2016

2016-2017

2017-2018

July 1, 2015 – June 30, 2018

# Article I

## RECOGNITION

*Section 1.* The School Committee of the City of Everett hereby recognizes the Everett Public Schools Administrators Association as the exclusive bargaining agent for all of the following employees in a bargaining unit that shall hereinafter sometimes be referred to as “Unit B”.

All Vice-Principals, Assistant Principals, Submasters, Directors, and Curriculum Analyst in all schools excluding all other employees of the Everett School Department.

*Section 2.* The parties agree that the relationship between them shall be governed by the terms of this Agreement which shall neither be modified nor changed except by a written memorandum signed by their respective duly-authorized representatives.

# Article II

## ACADEMIC FREEDOM

*Section 1.* It is agreed that the private and personal life of an individual covered by this Agreement is not an appropriate concern of the School Committee except to the extent that it may interfere with each individual’s responsibilities to a relationship with students and/or the school system.

*Section 2.* No religious and/or political activities of any such individual (provided such activities do not take place during his working hours) or lack thereof will be grounds for any discipline or discrimination with respect to the professional employment of such individual.

*Section 3.* There shall be no discrimination, interference, restraint or coercion by the School Committee or its agents against any individual covered by this Agreement because of membership or non-membership in the Association. The services of the Everett School Administrators Association in its capacity as bargaining agent shall be available to all employees in the unit covered by this Agreement.

# Article III

## DUES DEDUCTION

The Committee hereby accepts the provisions of Section 17C of Chapter 180 of the General Laws of Massachusetts and shall certify to the City Treasurer all payroll deductions for the payment of dues to the Association duly authorized by Administrators covered by this Agreement.

## Article IV

### COMMITTEES

Whenever the School Committee establishes a joint committee with the classroom teachers to study and make recommendations pertaining to matters which are also of concern to the Administrators in Units A&B, the School Committee agrees that at least two Administrators from Unit B shall be part of the joint committee.

## Article V

### ASSOCIATION ACTIVITY ON SCHOOL PROPERTY

*Section 1.* Administrators shall have the right to post notices, circulars and other Association material on the teachers' bulletin boards. The Superintendent or his designee will receive a copy of all such notices, circulars and materials for approval which approval will be required prior to posting except in the cases of notices of meetings, provided that any such required approval will not be unreasonable withheld or delayed.

*Section 2.* Administrators' mail boxes may be used for the distribution of materials authorized by the Association, or by a representative of Unit B. The Superintendent will be notified prior to any such distribution.

*Section 3.* School buildings will be made available for Unit B meetings of the Administration unit without cost except that if the meetings are held at times which require additional custodial services, such cost shall be borne by Unit B. the Administration Unit.

## Article VI

### SALARIES

*Section 1.* There shall be a three step salary schedule for all bargaining unit positions.

*Section 2.* Effective July 1, 2015, all base salaries and advanced study increments shall be increased by three percent (3%).

*Section 3.* Effective July 1, 2016, all base salaries and advanced study increments shall be increased by an additional two percent (2%).

Section 4. Effective July 1, 2017, all base salaries and advanced study increments shall be increased by an additional two percent (2%).

Section 5. The foregoing percentage increases shall be applicable to all Administrators who are either currently working the 226 day schedule or who agree to begin working that schedule.

Section 6. The base salary schedules and advanced study increment schedules, as increased by the forgoing percentages, that will be in effect during the term of this Agreement are set forth in the appendices that are attached hereto and made a part of hereof.

Section 7. Beginning with fifteen (15) years of permanent service in the field of education, and working in the Everett Public Schools, Administrators shall receive a longevity allowance for fifteen (15) years of service and for each additional five (5) years of service in the Everett Public Schools in accordance with the following schedule:

<u>Years of Service</u>	<u>Longevity Allowance</u>
15	\$1200
20	1500
25	1800
30	3600
35	4000
40	4200

Administrators must request a change in years of service (every 5 years) in writing to the Assistant Superintendant of Business Affairs and Pupil Personnel Services.

Permanent service in the city of Everett prior to teaching (as a policeman or fireman, for example) shall be included in the longevity allowance service computation.

Section 8. Administrators who are eligible for longevity pay shall receive their entire longevity allowance for any given year in a lump sum in the first paycheck in July of each year. Their longevity entitlement for that year shall be based upon their number of years of service as of the immediately preceding June 30<sup>th</sup>. Any Administrator who retires after June 30 and before the issuance of the first paycheck in July of any given year shall receive his/her longevity allowance for the last year of employment at the same time in July as all other eligible Administrators receive their lump sum longevity allowance payments and the amount of the retiree's longevity allowance shall be credited to his/her last year's salary for the purpose of computing his/her retirement benefit. In the event of the death of an Administrator after June 30<sup>th</sup> of any year, his/her longevity allowance shall be paid to his/her family or estate when the other eligible Administrators receive their lump sum longevity payments in July of that year.

Section 9.

- (a) Any Administrator who wishes to do so may attend a national convention at his own expense.
- (b) Sufficient money shall be budgeted each year to pay for the normal expenses of a reasonable number of Administrators who wish to attend professional regional and state conventions and conferences if they so desire, provided they are members in good standing.
- (c) Sufficient money shall be budgeted each year to pay the reasonable expenses of all Administrators who attend workshops, seminars or other professional improvement sessions at the request of or with the approval of the Superintendent.

\*\*See Appendix A

## Article VII

### SICK LEAVE

Section 1. Administrators covered by this Agreement shall be entitled to fifteen school days of sick leave per year. The entire unused portion of an Administrator's annual sick leave shall be accumulated up to a maximum of one hundred five (135) days at the start of any school year. It is the intent of the parties that, during any school year, an Administrator shall be entitled to fifteen school days to sick leave plus whatever amount of unused school year he/she had accumulated as of the start of that year.

Section 2. In the case of absences for periods in excess of ten school days, a doctor's certificate will be submitted to the Superintendent upon his request.

Section 3. In accordance with the existing practice, an Administrator may be granted additional sick leave at the discretion of the School Committee when all of the accumulated sick leave has been used.

Section 4. In accordance with the present practice, Administrators who are absent for the following reasons may be allowed full pay, at the discretion of the Superintendent, with the understanding that the time lost will be deducted from their sick leave for the current year:

- (a) Jewish holidays by persons of the Jewish faith,  
And
- (b) Serious illness or emergency in the immediate family.

Section 5. Upon retirement, an Administrator shall receive a lump sum payment in the amount of \$90 for each accumulated day of unused sick leave up to 135 days. This payment shall be made for any day of unused sick leave accumulated as of the start of the retiree's last school year and not used by him during that year as well as for the entire unused portion of his annual sick leave for that last year

so that the maximum number of accumulated sick leave for which said payment may be made is one hundred thirty five (135). Upon the death of any Administrator, the said lump sum payment shall be made to his or her family or estate.

Section 6. A maternity leave of absence without pay of up to one (1) year will be granted to a pregnant Administrator: however, an Administrator on maternity leave may apply her accumulated sick leave days to that period of her maternity leave during which she is disabled from working due to her pregnancy. An Administrator who is pregnant may remain in active service until the termination of her pregnancy, provided that, at the end of the fourth month of pregnancy, she must furnish an appropriate medical certificate of her fitness to continue in her position. In subsequent months an Administrator may be required to furnish further medical certification; and, at the end of the seventh month of pregnancy, she must submit a written statement from her physician indicating how long she may safely continue her active employment prior to the expected date of confinement.

In all cases, an Administrator may be required to begin a leave under this section if the Superintendent determines that he or she is not adequately performing the duties of the administrative position or there are reasons of personal medical safety warranting commencement of the leave. A physician's certificate of fitness may be required before an Administrator may return to his or her position.

An Administrator who is on maternity leave shall not be entitled to accrue paid sick leave during the period of such leave except to the extent that Administrators on other types of leave are entitled to accrue paid sick leave.

## Article VIII

### PERSONAL LEAVE

Administrators shall be allowed two days off for personal business each year exclusive of sick leave. Administrators will be allowed to accumulate up to three personal leave days per year, but may carry over no more than one unused day into the next school year beginning July 1. The Superintendent shall be notified in advance of the day to be taken and the reason for the leave. A personal day may not be taken the day before or the day after a vacation or holiday except for extenuating circumstances. Administrators may carry over one unused personal day into the next school year beginning July 1.

## Article IX

### BEREAVEMENT LEAVE

In the case of the death of an Administrator's husband, wife, son, daughter, father, mother, sister, brother, father-in-law, or mother-in-law, no reduction of salary will be made for an absence not exceeding four (4) days; one day will be allowed for the funeral of a

grandparent, grandchild, aunt, uncle, niece, nephew or other in-law. Reduction of salary for other absences on account of death shall be left to the discretion of the Superintendent.

## Article X

### SABBATICAL LEAVE

Every seven years, each Administrator shall become eligible for a sabbatical leave of one year for study or research at one-half of the annual salary. Such leaves shall be according to the General Laws of the Commonwealth of Massachusetts, Chapter 71, Section 41A. All requests for such leave must receive the approval of the Superintendent and be submitted to him at least six months prior to the last School Committee meeting in June. When the request for sabbatical leave has been approved, the recipient of such approval must sign a contract to remain in the Everett School System five years subsequent to the completion of the leave.

## Article XI

### MILITARY LEAVE

*Section 1.* The Committee will comply with all applicable state and federal laws with respect to military leaves of absence.

## Article XII

### PERSONAL INJURY BENEFITS

*Section 1.* Any Administrator who is entitled to Workers Compensation for a work-related injury or illness may apply a pro-rata portion of his sick leave to the period of his disability in order to maintain his regular salary during the period of his disability.

*Section 2.* The School Committee may grant additional sick leave to an Administrator who is disabled because of a work-related injury or illness after all of the Administrator's accumulated sick leave has been so applied to the period of his work-related disability.

## Article XIII

### INSURANCE

Section 1. In accordance with the existing practice, the School Committee and the Human Resources Department will offer the participation of the Administrators in the city of Everett municipal employees' (1) group insurance plan, (2) basic medical expense plan, and (3) extraordinary medical expense plan.

Section 2. The School Committee agrees to make all necessary payroll deductions for participation in such plans.

Section 3. The School Committee agrees to investigate the feasibility of providing by means of insurance or otherwise that, in the event of the death of an Administrator during the course of a contract year, his spouse or other designated beneficiary shall be paid his salary for the remainder of that contract year.

## Article XIV

### ANNUITY PLAN

Section 1. Administrators will be eligible to participate in a number of tax-sheltered annuity plans.

## Article XV

### WORK DAYS & WORK YEAR

Section 1. This work year of all members of the administrators' bargaining unit (except for those covered by Article VI, Section 6) shall be 226 days.

Section 2. The work day of all members of the bargaining unit (Assistant Principals, Submasters, Directors, and Curriculum Analyst shall be from 7:00 a.m. to 4:00 p.m., two hundred twenty-six (226) days a year. In summer from July 1 to the first Administrators meeting in August, the work day shall be 7:00a.m.-3:00 p.m.

## Article XVI

### ADMINISTRATOR ASSIGNMENTS

*Section 1.* The Everett Public Schools is an Equal Opportunity Employer and does not discriminate on the basis of an individual's race, creed, color, national origin, sex, age, ancestry, sexual orientation, gender identity, disability or marital status.

## Article XVII

### VACANCIES

*Section 1.* Whenever a vacancy occurs in a position covered by this Agreement, it will be adequately publicized by the Superintendent by means of a notice posted in each school as far in advance of the appointment as possible. If qualification for the position are established, they will likewise be posted and will not be changed without due notice to the Association.

*Section 2.* Administrators will be given an adequate opportunity to make application for such vacant position which application shall be filled within two weeks from the date the notice is posted. The Committee agrees to give due weight to the professional background and attainments of all such applicants including the length and quality of teaching and/or administrative service of such applicants and other relevant factors.

*Section 3.* The School Committee's election to fill any such vacancy shall be conducted immediately upon completion of the two-week posting period specified in Section 2.

*Section 4.* All openings for summer and evening schools and positions under federal and state programs will be adequately publicized in each building as early as possible and the provisions of Sections 1, 2 and 3 above will be equally applicable.

*Section 5.* All appointments to any such vacancy shall be made without discrimination on the basis of an individual's race, creed, color, national origin, sex, age, ancestry, sexual orientation, gender identity, disability or marital status.

## Article XIX

### ADMINISTRATOR TRANSFERS

*Section 1.* Administrators desiring a lateral transfer to a comparable position in another school shall submit a written request to the Superintendent stating the assignment preferred. Such requests must be submitted between September 1 and March 1 of each school year to be considered for the next school year; however, requests may be submitted after March 1 and

before June 1 of a school year when the existence of a vacancy becomes known for the first time after March 1.

## Article XX

### ADMINISTRATOR EVALUATION

All Administrators will be evaluated by an Assistant Superintendent or the Superintendent.

*Section 1.* Administrators will have the right, upon request, to review the contents of their personnel file with the exception of recommendations provided by outside individuals or agencies at any reasonable time. An Administrator will be entitled to have a representative of the Association accompany him during such review.

*Section 2.* No material derogatory to an Administrator's conduct, service, character or personality and no notice of disciplinary action will be placed in his file unless the Administrator has first had the opportunity to review the material. The Administrator will acknowledge that he has had the opportunity to review such material by affixing his signature to the copy that is to be filed with the specific understanding that such signature in no way indicates his agreement with the contents thereof. The Administrator will also have the right to submit a written answer to such materials and his answer shall be reviewed by the Superintendent who shall attach the answer to the file copy.

*Section 3.* Any complaints of any kind regarding an Administrator made to the Superintendent or reported to him as having been made by any parent, student or other-person will be promptly called to the attention of the Administrator.

*Section 4.* No Administrator will be disciplined, reprimanded, reduced in rank or compensation or deprived of any professional advantage without just cause.

*Section 5.* An Administrator shall be given the opportunity to respond in writing to any rebuttal filed by a teacher to the Administrator's evaluation of that teacher. The Administrator's response shall be filed with the teacher's rebuttal.

## Article XXI

### ADMINISTRATOR PROTECTION

*Section 1.* Administrators will immediately report in writing to the applicable Assistant Superintendent and to the Superintendent of Schools all cases of assault suffered by them in connection with their employment. This report shall then be forwarded to the School Committee which will comply with any reasonable request from the Administrator for assistance or for information in its possession relating to the incident or persons involved.

Section 2. Administrators shall be indemnified for any expenses or damages sustained by reason of any action or claim brought against them for death or bodily injury to a person or property damage sustained on account of their alleged negligence or any other act of theirs done while acting in their capacities as Administrators. The Committee shall request the City Solicitor to represent the Administrator in any such action or claim; if he fails or refuses to do so, then the Administrator may retain an attorney of his choice whose fee and expenses shall be borne by the School Committee. It is the intent of the parties that this section be construed in accordance with Chapter 253 of the General Laws except that it is understood that any reasonable doubt as to whether the act complained of was committed by the Administrator while acting in that capacity shall be resolved in his favor.

Section 3. All Administrators shall be covered by a professional liability policy.

## Article XXII

### GRIEVANCE AND ARBITRATION PROCEDURE

#### Section 1. Definitions

- (a) A grievance shall be defined as any dispute, difference or controversy concerning those matters covered by this Agreement which exist between the Association and the School Committee or between an Administrator and his superior or the School Committee.
- (b) An aggrieved person is the person or persons instituting the claim. The Association may be an aggrieved person within the meaning of this article.
- (c) A party in interest is the person or persons making the claim and any person who might be required to take action or against whom action might be taken in order to resolve the claim.

#### Section 2. Purpose

- (a) The purpose of the grievance procedure is to secure, at the lowest possible administrative level, equitable solutions to the problems which may, from time to time, arise affecting the welfare or working conditions of Administrators. Both parties agree that these provisions will be kept as informal and confidential as may be appropriate at any level of the procedure.

#### Section 3. Procedure

- (a) Whenever an Administrator has a grievance, he or she shall first discuss it informally the head of the bargaining unit or immediate supervisor in an effort to resolve it. Such discussions shall be initiated within five school

days after the occurrence of the facts giving rise to the grievance or within five school days after the occurrence of the facts giving rise to the grievance or within five school days after the aggrieved person should reasonably have had knowledge of the occurrence of those facts, whichever occurs later.

- (b) If the grievance is not disposed of to the aggrieved person's satisfaction as the result of his discussion with his immediate supervisor, then within ten school days thereafter, he shall submit his grievance to the Superintendent of Schools. The written grievance shall contain a concise statement of the facts giving rise to it, shall refer to the applicable provisions of the contract, if any, shall describe the remedy sought, and shall be signed by the aggrieved person.

Within ten school days after his receipt of the written grievance, the Superintendent or his designee shall meet with the aggrieved person and, if he so elects, a representative of the Association for the purpose of discussing the grievance. The Superintendent or his designee shall answer the grievance in writing within ten school days after the said meeting; if the answer denies the grievance in whole or in part, it shall contain the reasons for the denial.

- (c) An Administrator who is directly responsible to the Superintendent and who is an aggrieved person within the meaning of this article shall institute his grievance at the step in the grievance procedure described in subsection within ten school days after the occurrence of the facts giving rise to the grievance or within ten school days after the aggrieved person should reasonably have had knowledge of the occurrence of those facts, whichever occurs later.

Those grievances which involve a substantial number of all of the Administrators employed in Unit B may be filed by the Association on their behalf and should also be instituted at the step in the grievance procedure described in subsection (b) within ten school days after to occurrence of the facts giving rise to the grievance or within ten school days after the Association should reasonably have had knowledge of the occurrence of those facts, whichever occurs later. Such grievances shall be signed by a representative of the Association.

- (d) If the grievance is not satisfactorily disposed of at the Superintendent's level, it may be referred to the School Committee within ten school days after the receipt of the Superintendent's written answer. The School Committee shall discuss the grievance with the aggrieved person and/or his counsel and/or a representative of the Association at one of the two regular School Committee meetings next following the referral of the grievance to it provided that in no event shall the grievance not be discussed at a School Committee meeting for more than thirty school days after its referral to that level.

The School Committee shall give its written answer to the grievance within ten school days following the conclusion of the meeting at which it is discussed; if the answer denies the grievance in whole or in part, it shall contain the reasons for the denial.

- (e) If no satisfactory settlement of the grievance is made at the School Committee level, then, if the grievance involves the interpretation or application of the terms of this Agreement, it may be appealed to arbitration by the Association which shall provide written notice of its intention to so appeal the grievance within thirty school days after the receipt of the School Committee's answer.

Promptly after the delivery of the said notice, the School Committee or the Association may submit the grievance to the Massachusetts State Board of Conciliation and Arbitration for arbitration and decision in accordance with its applicable rules. The decision of the Board in any such arbitration proceeding shall be final and binding upon the School Committee, the Association and the aggrieved employee.

#### Section 4. General

- (a) Since it is important that grievances be processed as rapidly as possible, the parties agree to make every effort to complete each step in the process within the number of days hereinafter stated. The time limits specified may, however, be extended by mutual agreement.
- (b) In the event a grievance, which if left unresolved until the beginning of the following school year could result in serious harm to the aggrieved person's position, is filed late in the school year, the time limits set forth herein will be reduced by as much as necessary to enable the grievance procedure to be

exhausted prior to the end of the school year, if possible, or as soon thereafter as practicable.

- (c) In the event any of the discussions or meetings described in the grievance procedure or any of the answers required therein are not held or given within the time limits specified and there has been no agreement to extend those time limits, the grievance may then be processed to the next step of the grievance procedure.
- (d) No reprisals of any kind will be taken against any aggrieved person, any party in interest, any member of the Association or any participant in the grievance procedure by reason of such participation.
- (e) Any aggrieved person or any party in interest may be represented at all stages of the grievance procedure by a person of his own choosing except that he may not be represented by a representative or an officer of any Administrator organization other than the Association or its affiliates. When an Administrator is not represented by the Association, the Association shall, nevertheless, have the right to be present and to state its views commencing at the Superintendent's level; the Superintendent or the School Committee shall provide the Association with adequate notice of any meeting scheduled pursuant to this article.
- (f) The School Committee will, upon request, provide the Association with copies of any documents in its possession which directly relate to any grievance which is processed pursuant to this article in order to enable the Association exercise an informed judgment on all pending grievances. All School Committee minutes, with the exception of those of executive sessions, shall be made available for the perusal of the Association at the administration offices. All document, communication and records dealing with the processing of a grievance will be filed separately from the personnel files of the participants.

# Article XXIII

## MISCELLANEOUS PROVISIONS

Section 1. Administrators will be consulted in the preparation of the annual school calendar.

Section 2. The Committee will, upon request, provide the Association with any documents within its possession which will assist in developing intelligent, accurate, informed and constructive programs on behalf of the Administrators.

Section 3. The Association will be provided with copies of the approved minutes of all official Committee meetings. A copy of the official agenda of all such meetings and any attached documents will be given to the Association at least two full calendar days prior to the said meeting, where possible, exclusive of any and all material for an executive session. This means all administrators will get a copy of School Committee agenda.

Section 4. The Committee and the Association will carry out, to the maximum extent possible, the commitments contained herein and give them full force and effect. The Committee will amend its administrative regulations and take such other action as may be necessary in order to give full force and effect to the provisions of this Agreement.

Section 5. The School Committee shall provide the Association with sufficient advance notice of any proposed consolidation of schools or departments or of any proposed reorganization of the Everett Public School System or any part thereof that will have an actual or potential impact upon the scope of the Association's bargaining unit or upon their respective duties and responsibilities so as to enable the Association to engage in meaningful discussions on that impact with the School Committee's representatives before any final decision is reached. In the event that any reduction in the size of the bargaining unit does result from any such consolidation or reorganization, the applicable provisions of law will be adhered to.

Section 6. The Administrators shall work with the Superintendent in providing professional development for teachers. Administrators who participate in any workshop, committee or similar activity with teachers for which the participating teachers are compensated at the tutoring rate shall be compensated at the same tutoring rate as the teachers for all time spent in connection with any such workshop, committee or similar activity.

Section 7. All Administrators will be provided each year with up-to-date copies of all collective bargaining agreements covering the employees over whom they have supervisory responsibility.

## Article XXIV

### SEPARABILITY AND SAVINGS CLAUSE

*Section 1.* If any article or section of this Agreement or modification thereto should become invalid by operation of law or by the decision of any tribunal of competent jurisdiction, or if the compliance with or enforcement of any article or section should be restrained by any such tribunal pending a final determination as to its validity, the remainder of this Agreement and of any modification thereto, or the application of such article or section to persons or circumstances other than those to which it has been held invalid or as to which compliance with or enforcement has been restrained, shall not be affected thereby.

*Section 2.* In the event that any article or section is held invalid or in the event that enforcement of or compliance with any such article or section has been restrained as set forth above, the parties shall immediately enter into collective bargaining negotiations for the purpose of arriving at a mutually satisfactory replacement for such article or section during the period of any such invalidity or restraint.

## Article XXV

### DURATION

*Section 1.* This Agreement shall take effect as of July 1, 2015 and shall continue in full force and effect until June 30, 2018 and from year to year thereafter unless either party gives the other written notice of its desire to terminate or modify the Agreement prior to December 31, 2017 or any anniversary thereof unless either party gives the other written notice of its desire to terminate or modify the Agreement prior to December 31, 2017 or any anniversary thereof.

*Section 2.* Negotiations for a new or modified Agreement shall commence within fifteen days after the delivery of any such written notice.

APPENDIX 1

Administrators' Salary Schedule

FY 2016 Reflecting a 3% Increase

FY 2017 Reflecting a 2% Increase

FY 2018 Reflecting a 2% Increase

		Step 1	Step 2	Step 3
Director A	2011	\$93,535	\$93,035	\$98,535
	2012	\$95,505	\$98,005	\$100,505
	2013	\$98,520	\$101,020	\$103,520
	2014	\$99,526	\$102,026	\$104,526
	2015	\$102,661	\$105,161	\$107,661
	2016	\$105,891	\$108,391	\$110,891
	2017	\$108,109	\$110,609	\$113,109
	2018	\$110,371	\$112,871	\$115,371

		Step 1	Step 2	Step 3
Director B	2011	\$83,656	\$86,156	\$88,656
	2012	\$85,430	\$87,930	\$90,430
	2013	\$88,142	\$90,642	\$93,142
	2014	\$89,047	\$91,547	\$94,047
	2015	\$91,868	\$94,368	\$96,868
	2016	\$94,774	\$97,274	\$99,774
	2017	\$96,770	\$99,270	\$101,770
	2018	\$98,805	\$101,305	\$103,805

Assistant Principal		Step 1	Step 3	Step 3
	2011	\$86,323	\$88,823	\$91,323
2012	\$88,149	\$90,649	\$93,149	
2013	\$90,944	\$93,444	\$95,944	
2014	\$91,875	\$94,375	\$96,875	
2015	\$94,781	\$97,281	\$99,781	
2016	\$97,775	\$100,275	\$102,775	
2017	\$99,831	\$102,330	\$104,830	
2018	\$101,927	\$104,427	\$106,927	

Director of Curriculum Director of Special Ed		Step 1	Step 2	Step 3
	2011	\$104,513	\$107,013	\$109,513
2012	\$106,704	\$109,204	\$111,704	
2013	\$110,055	\$112,555	\$115,055	
2014	\$111,172	\$113,675	\$116,172	
2015	\$114,657	\$117,157	\$119,657	
2016	\$118,247	\$120,747	\$123,247	
2017	\$120,712	\$123,212	\$125,712	
2018	\$123,226	\$125,726	\$128,226	

Vice Principal High School		Step 1	Step 2	Step 3
	2011	\$101,873	\$104,373	\$106,873
2012	\$104,010	\$106,510	\$109,010	
2013	\$107,281	\$109,781	\$112,281	
2014	\$108,371	\$110,871	\$113,371	
2015	\$111,772	\$114,272	\$116,772	
2016	\$115,275	\$117,775	\$120,275	
2017	\$117,681	\$120,181	\$122,681	
2018	\$120,134	\$122,634	\$125,134	

Degree	2011	2012	2013	2014	2015	2016	2017	2018
Bachelors Plus 10	\$1,303	\$1,316	\$1,316	\$1,316	\$1,316	\$1,316	\$1,316	\$1,316
Bachelors Plus 20	\$2,631	\$2,657	\$2,657	\$2,657	\$2,657	\$2,657	\$2,657	\$2,657
Masters	\$3,984	\$4,024	\$4,024	\$4,024	\$4,024	\$4,024	\$4,024	\$4,024
Masters Plus 6	\$5,280	\$5,333	\$5,333	\$5,333	\$5,333	\$5,333	\$5,333	\$5,333
Masters Plus 12	\$6,608	\$6,675	\$6,675	\$6,675	\$6,675	\$6,675	\$6,675	\$6,675
Masters Plus 18	\$7,990	\$8,070	\$8,070	\$8,070	\$8,070	\$8,070	\$8,070	\$8,070
Masters Plus 30	\$10,981	\$11,091	\$11,091	\$11,091	\$11,091	\$11,091	\$11,091	\$11,091
Masters Plus 60/C.A.G.S.	\$12,853	\$12,982	\$12,982	\$12,982	\$12,982	\$12,982	\$12,982	\$12,982
Doctorate	\$14,727	\$14,874	\$14,874	\$14,874	\$14,874	\$14,874	\$14,874	\$14,874





## **Massachusetts Model System for Educator Evaluation**

### **Part III: Guide to Rubrics and Model Rubrics for Superintendent, Administrator, and Teacher**

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January 2012 (Updated: December 2015)

**Massachusetts Department of Elementary and Secondary Education**  
75 Pleasant Street, Malden, MA 02148-4906  
Phone 781-338-3000 TTY: N.E.T. Relay 800-  
439-2370 [www.doe.mass.edu](http://www.doe.mass.edu)



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Massachusetts Department of Elementary and Secondary Education  
Mitchell D. Chester, Ed.D.  
Commissioner

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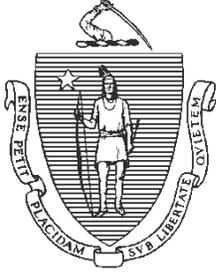
Massachusetts Department of Elementary and Secondary Education  
75 Pleasant Street, Malden, MA 02148-4906  
Phone 781-338-3000 TTY: N.E.T. Relay 800-439-2370  
[www.doe.mass.edu](http://www.doe.mass.edu)



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## A Letter from the Commissioner

# Massachusetts Department of Elementary and Secondary Education

75 Pleasant Street, Malden, Massachusetts 02148-4906

Telephone: (781) 338-3000  
TTY: N.E.T. Relay 1-800-439-2370

Mitchell D. Chester, Ed.D.  
Commissioner

December 1, 2015

Dear Educators and other interested Stakeholders,

I am pleased to re-issue Part III of the Massachusetts Model System for Educator Evaluation. In June 2011, when the Board of Elementary and Secondary Education adopted regulations to improve student learning by overhauling educator evaluation in the Commonwealth, staff here at the Department began working closely with stakeholders to develop the Model System called for in the regulations. With the help of thoughtful suggestions and candid feedback from a wide range of stakeholders, we developed the ESE Model System for Educator Evaluation, comprised of eight components:

- I. District-Level Planning and Implementation Guide
- II. School-Level Planning and Implementation Guide
- III. Guide to Rubrics and Model Rubrics for Superintendent, Administrator and Teacher
- IV. Model Collective Bargaining Contract Language
- V. Implementation Guide for Principal Evaluation
- VI. Implementation Guide for Superintendent Evaluation
- VII. Rating Educator Impact on Student Learning Using District-Determined Measures of Student Learning
- VIII. Using Staff and Student Feedback in the Evaluation Process

Originally released in January 2012, the following Part III has been updated to reflect new resources to support effective implementation.

I remain excited by the promise of Massachusetts' educator evaluation regulations. Thoughtfully and strategically implemented, they are supporting analytical conversation about teaching and leading that is strengthening professional practice and improving student learning. At the same time, the regulations are providing educators with the opportunity to take charge of their own growth and development by setting individual and group goals related to student learning.

The Members of the State Board and I know that improvement in the quality and effectiveness of educator evaluation happens only when the Department does the hard work "with the field," not "to the field." To that end, we at the Department are constantly learning with the field. We will continue to revise and improve the Model System and related implementation guides and resources based on what we learn with the field. To help us do that, please do not hesitate to send your comments, questions and suggestions to us at [EducatorEvaluation@doe.mass.edu](mailto:EducatorEvaluation@doe.mass.edu), and visit the Educator Evaluation webpage at [www.doe.mass.edu/eeval/](http://www.doe.mass.edu/eeval/). We regularly update the page with new resources and tools.

Please know that you can count on ESE to be an active, engaged partner in the work ahead.

Sincerely,

Mitchell D. Chester, Ed.D.  
Commissioner of Elementary and Secondary Education

# The Massachusetts Model System for Educator Evaluation

The Model System is a comprehensive educator evaluation system designed by the Department of Elementary and Secondary Education (ESE), pursuant to the educator evaluation regulations, 603 CMR 35.00. The following eight-part series was developed to support effective implementation of the regulations by districts and schools across the Commonwealth.

## **Part I: District-Level Planning and Implementation Guide**

This Guide takes district leaders – school committees, superintendents and union leaders - through factors to consider as they decide whether to adopt or adapt the Model System or revise their own evaluation systems to meet the educator evaluation regulation. The Guide describes the rubrics, tools, resources and model contract language ESE has developed, and describes the system of support ESE is offering. It outlines reporting requirements, as well as the process ESE uses to review district evaluation systems for superintendents, principals, teachers and other licensed staff. Finally, the Guide identifies ways in which district leaders can support effective educator evaluation implementation in the schools.

## **Part II: School-Level Planning and Implementation Guide**

This Guide is designed to support administrators and teachers as they implement teacher evaluations at the school level. The Guide introduces and explains the requirements of the regulation and the principles and priorities that underlie them. It offers guidance, strategies, templates and examples that will support effective implementation of each of the five components of the evaluation cycle: self-assessment; goal setting and educator plan development; plan implementation and evidence collection; formative assessment/evaluation; and summative evaluation.

## **Part III: Guide to Rubrics and Model Rubrics for Superintendent, Administrator, and Teacher**

The Guide presents the ESE Model Rubrics and explains their use. The Guide also outlines the process for adapting them to specific educator roles and responsibilities.

## **Part IV: Model Collective Bargaining Contract Language**

This section contains the Model Contract that is consistent with the regulations, with model language for teacher and principal evaluation, as well as model language for the Student Impact Rating and district-determined measures (DDMs).

## **Part V: Implementation Guide for Principal Evaluation**

This section details the model process for principal evaluation and includes relevant documents and forms for recording goals, evidence and ratings. The Guide includes resources that principals and superintendents may find helpful, including a school visit protocol.

## **Part VI: Implementation Guide for Superintendent Evaluation**

This section details the model process for superintendent evaluation and includes relevant documents and a form for recording goals, evidence and ratings. The Guide includes resources that school committees and superintendents may find helpful, including a model for effective goal setting.

## **Part VII: Rating Educator Impact on Student Learning Using District-Determined Measures of Student Learning**

The Guide contains information for districts on identifying and using district-determined measures of student learning, growth and achievement, and determining ratings of High, Moderate or Low for educator impact on student learning.

## **Part VIII: Using Staff and Student Feedback in the Evaluation Process**

This Guide includes directions for districts on incorporating student and staff feedback into the educator evaluation process, as well as ESE Model Surveys for students and staff.

## Overview

### The Opportunity

On June 28, 2011 the Massachusetts Board of Elementary and Secondary Education adopted new regulations to guide the evaluation of all educators serving in positions requiring a license—teachers, principals, superintendents, and other administrators<sup>1</sup>. The regulations are designed first and foremost to promote leaders' and teachers' growth and development. They place student learning at the center of the process using multiple measures of student learning. Every district in the Commonwealth is implementing evaluation processes and procedures that are consistent with the regulations.

The new regulatory framework for educator evaluation required changes in culture and practice in many schools and districts. Members of the Task Force that crafted recommendations for the regulations found that in many schools in the Commonwealth—and nationwide—the educator evaluation process was ineffective.<sup>2</sup> Too often, they found, the process was divorced from student learning and was superficial, ritualistic and passive, experienced by many as something “done to them.” Fewer than half of teachers and administrators polled described their own experience of evaluation as a process that contributed to their professional growth and development. The new regulations are designed to change all this when well implemented. Each educator takes a leading role in shaping his/her professional growth and development.

- Every educator assesses his/her own performance and proposes one or more challenging goals for improving his/her own practice. A formal process for reflection and self-assessment creates the foundation of a new opportunity for educators to chart their own course for professional growth and development.
- Every educator uses a rubric that offers a detailed picture of practice at four levels of performance. District-wide rubrics set the stage for both deep reflection and the rich dialogue about practice that our profession seeks.
- Every educator also considers her/his students' needs using a wide range of ways to assess student growth and proposes one or more challenging goals for improving student learning. Every educator monitors progress carefully and analyzes the impact of his/her hard work.
- Every educator is expected to consider team goals, a clear indication of the value the process places on both collaboration and accountability.
- Every educator compiles and presents evidence and conclusions about their performance and progress on his/her goals, ensuring that the educator voice is critical to the process.

These and other features of the educator evaluation framework hold great promise for improving educator practice, school climate and student learning. To turn promise into reality, every educator—and the teams they work with—needs to be supported to do this work effectively and efficiently.

Most recent

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<sup>1</sup> For the full text of the regulations, see <http://www.doe.mass.edu/lawsregs/603cmr35.html>.

<sup>2</sup> For the full report of the Task Force, see Building a Breakthrough Framework for Educator Evaluation in the Commonwealth, submitted by the Massachusetts Task Force on the Evaluation of Teachers and Administrators, March 2011 available at <http://www.doe.mass.edu/eval/breakthroughframework.pdf>.

The Task Force envisioned ESE playing an active role in that support, expecting ESE to develop a model to support districts to implement its “breakthrough framework.” The regulations therefore called on ESE to develop a “model system” which it defined as “the comprehensive educator evaluation system designed and updated as needed by the Department as an exemplar for use by districts. The Model System shall include tools, guidance, rubrics, and contract language developed by the Department that satisfy the requirements of (this regulation).”<sup>3</sup> This guide and its companions are the first components of the Massachusetts Model System for Educator Evaluation (hereafter referred to as “the ESE Model System”).

## Purpose of this Guide

Rubrics are critical components of the regulations and are required for every educator. Their use will foster careful analysis and constructive dialogue about performance expectations and how to improve practice.<sup>4</sup> The rubrics describe specific aspects of professional practice. Each aspect of practice—defined as an “element”—is described at four levels of performance: Unsatisfactory, Needs Improvement, Proficient, and Exemplary.

The regulations call for the Department of Elementary and Secondary Education (ESE) to provide a Model System for evaluating all educators.

This guide includes:

- Explanation of the purpose of rubrics and how they serve a critical role in the evaluation cycle for every educator.
- The structure and performance levels of the model rubrics
- Guidance to support educators in using rubrics in evaluation
- Considerations for how to adapt Model Rubrics for use by educators in other roles, including other administrators as well as guidance counselors, nurses, and other specialized instructional support personnel (formerly Appendix E, Role-Specific Indicators)
- Additional resources including links to Model Rubrics for superintendents, administrators, classroom teachers, and specialized instructional support personnel (formerly Appendices A-D), training resources, and role-specific resources

Districts may choose to adopt or adapt the Model Rubrics. Districts also may opt to revise existing rubrics so that they meet the requirements of the regulations. Another option is for districts to adopt rubrics that others have developed. Districts that adopt the Model Rubrics will simply notify ESE that they have done so. The regulations require that the district assure that any alternatives to the Model Rubrics are “comparably rigorous and comprehensive.”

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<sup>3</sup> See CMR 603 35.02 at <http://www.doe.mass.edu/lawsregs/603cmr35.html>

<sup>4</sup> A meta-analysis of 75 studies producing empirical research on rubrics found, “rubrics seem to have the potential of promoting learning and/or improving instruction. The main reason...lies in the fact that rubrics make expectations and criteria explicit, which also facilitates feedback and self-assessment” (p. 130). *Source*: Jonsson, A., & Svingby, G. (2007). The use of scoring rubrics: Reliability, validity and educational consequences. *Educational Research Review*, 2(2), 130–144. Retrieved January 5, 2012, from <http://uncw.edu/cas/documents/JonssonandSvingby2007.pdf>

Districts that decide to adapt the model rubrics, revise their existing rubrics, or choose another rubric must submit their rubrics to ESE for review at [EducatorEvaluation@doe.mass.edu](mailto:EducatorEvaluation@doe.mass.edu).

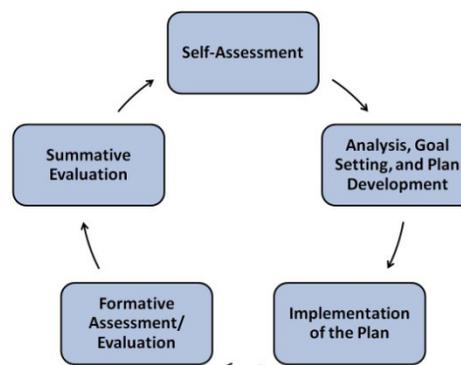
This guide outlines the purpose of rubrics and how they serve a critical role in key steps in the evaluation cycle for every educator. The guide describes the process the Department used to develop the first three Model Rubrics (teacher, administrator, and superintendent) and the process it follows to consider how best to adapt these models for use by educators in other roles, including other administrators as well as guidance counselors, nurses, and other specialized instructional support personnel. The guide offers some “do’s and don’ts” based on the experience of districts and researchers in Massachusetts and elsewhere.

The regulations require that ESE update the ESE Model System as needed in future years. ESE looks forward to receiving feedback on this guide at [EducatorEvaluation@doe.mass.edu](mailto:EducatorEvaluation@doe.mass.edu).

## Where the Rubrics Fit Into the Evaluation Process

Under the 5-Step Evaluation Cycle outlined in the regulations, evaluation is a continuous improvement process beginning with Self-Assessment and concluding with Summative Evaluation. Data from the Summative Evaluation become an important source of information for the educator’s subsequent Self-Assessment and Goal Setting.

Rubrics are designed to help educators and evaluators (1) develop a consistent, shared understanding of what Proficient performance looks like in practice, (2) develop a common terminology and structure to organize evidence, and (3) make informed professional judgments about Formative and Summative Performance Ratings on each Standard and overall. As a result, rubrics play a part in all five components of the cycle.



### 1. Self-Assessment:

Educators study the rubric alone and with colleagues during the Self-Assessment component of the cycle to examine their own practice against the Standards and Indicators and to identify areas of strength as well as areas requiring further development.

### 2. Analysis, Goal Setting, and Plan Development:

Educators and evaluators together carefully review the rubric and agree on elements and/or Indicators that will be the focus of their attention during the evaluation cycle and those that may receive only cursory attention for now. In addition, educators and their evaluators develop goals for improving professional practice and student learning. The rubric helps to paint a clear picture of what it will look like to move practice from Proficient to Exemplary in one element or from Needs Improvement to Proficient in another. These distinctions are the starting point for conversation about setting the “specific, measurable, and actionable” professional practice goals called for in the regulations.

### 3. Implementation of the Educator Plan and Data Collection:

The rubric is a tool for organizing data. Evaluators use the rubric to ensure that they are gathering evidence from multiple sources that will enable them to assess fairly the educator’s practice on each

Standard. Educators and teams collect and present evidence, notably evidence of active outreach to families (Standard III) and evidence of fulfillment of professional responsibilities and growth (Standard IV). Evaluators collect evidence by observing practice, examining work products and student work, talking with the educator, and other means. Evaluators should align this evidence with the rubric and share it with the educator as part of their constructive feedback. The detail in the rubric for each Standard and Indicator helps the educator and evaluator to determine what evidence might be the most important to collect and to organize the data for presentation.

*Rubrics are not observation rating tools.* The rubrics are written to support educators and evaluators in making judgments about patterns of evidence, gathered across multiple points in time. Classroom observation is a valuable way to gather evidence on educators' performance against many, but not all, of the Standards and Indicators. The Classroom Teacher Rubric, for example, includes many elements and Indicators than can only be assessed through means other than classroom visits. The rubric has not been designed to be a classroom observation tool and should not be used for that purpose.

#### **4. Formative Assessment/Evaluation and Summative Evaluation:**

The rubric serves as the organizing framework for these conferences and reports as evaluators assess the educator's performance on the continuum of practice described by the rubric.

## **What Is Required in the Regulations?**

The regulations define a rubric as "a scoring tool that describes characteristics of practice or artifacts at different levels of performance" (603 CMR 35.02).

Districts are required to use a rubric when issuing performance ratings for Formative Assessment/Evaluation and Summative Evaluation; they "may use either the rubric provided by the Department in its model system or a comparably rigorous and comprehensive rubric developed by the district and reviewed by the Department" ([603 CMR 35.08\(2\)](#)).

The regulations identify four performance ratings to describe the educators' performance: Unsatisfactory, Needs Improvement, Proficient, and Exemplary.

The regulations permit school committees to "*supplement* the Standards and Indicators with additional measurable performance Standards and Indicators consistent with state law and collective bargaining agreements where applicable" ([603 CMR 35.03](#) and [35.04](#)).

The regulations anticipate the need to adapt the Indicators in some cases: the district "shall adapt the Indicators based on the role of the (educator) to reflect and to allow for significant differences in assignments and responsibilities." In the case of administrators serving under individual employment contracts, districts may 'adapt' the Standards, as well as the Indicators "as applicable to their role and contract." ([603 CMR 35.03](#) and [35.04](#)).

## Structure of the Model Rubrics

Each Model Rubric is structured as follows:

- **Standards:** Standards are the broad categories of knowledge, skills, and performance of effective practice detailed in the regulations. There are four Standards for both teachers and administrators:

Teachers	Administrators
Standard I: Curriculum, Planning, and Assessment	Standard I: Instructional Leadership
Standard II: Teaching All Students	Standard II: Management and Operations
Standard III: Family and Community Engagement	Standard III: Family and Community Engagement
Standard IV: Professional Culture	Standard IV: Professional Culture

- **Indicators:** Indicators describe specific knowledge, skills, and performance for each Standard. For example, there are three Indicators in Standard I of the teacher rubric: Curriculum and Planning; Assessment; and Analysis. There are five Indicators in Standard I for principals: Curriculum; Instruction; Assessment; Evaluation; and Data-Informed Decision-Making. Altogether, there are 16 Indicators in the teacher rubric and 21 Indicators in the school-level administrator and superintendent rubrics.
- **Elements:** The elements are subcategories of knowledge and skills specific to each Indicator. The elements further break down the Indicators into more specific aspects of educator practice and provide an opportunity for evaluators to offer detailed feedback that serves as a roadmap for improvement. Altogether, there are 33 elements in the teacher rubric and 44 in the school-level and superintendent rubrics.
- **Descriptors:** Performance descriptors are observable and measurable statements of educator knowledge and skills aligned to each element and serve as the basis for identifying the level of teaching or administrative performance in one of four categories: Unsatisfactory, Needs Improvement, Proficient, or Exemplary.

Although teachers, specialized instructional support personnel, school-based administrators, and superintendents will be evaluated using different rubrics, the basic structure of all of the rubrics is the same:

Standards → Indicators → Elements → Descriptors of four levels of performance

**The 4 Standards, 16 Indicators, and 33 elements in the Model Rubric for teachers:**

Standard I: Curriculum, Planning, and Assessment	Standard II: Teaching All Students	Standard III: Family and Community Engagement	Standard IV: Professional Culture
<p><b>A. Curriculum and Planning Indicator</b></p> <ul style="list-style-type: none"> <li>1. Subject Matter Knowledge</li> <li>2. Child and Adolescent Development</li> <li>3. Rigorous Standards-Based Unit Design</li> <li>4. Well-Structured Lessons</li> </ul>	<p><b>A. Instruction Indicator</b></p> <ul style="list-style-type: none"> <li>1. Quality of Effort and Work</li> <li>2. Student Engagement</li> <li>3. Meeting Diverse Needs</li> </ul>	<p><b>A. Engagement Indicator</b></p> <ul style="list-style-type: none"> <li>1. Parent/Family Engagement</li> </ul>	<p><b>A. Reflection Indicator</b></p> <ul style="list-style-type: none"> <li>1. Reflective Practice</li> <li>2. Goal Setting</li> </ul>
<p><b>B. Assessment Indicator</b></p> <ul style="list-style-type: none"> <li>1. Variety of Assessment Methods</li> <li>2. Adjustments to Practice</li> </ul>	<p><b>B. Learning Environment Indicator</b></p> <ul style="list-style-type: none"> <li>1. Safe Learning Environment</li> <li>2. Collaborative Learning Environment</li> <li>3. Student Motivation</li> </ul>	<p><b>B. Collaboration Indicator</b></p> <ul style="list-style-type: none"> <li>1. Learning Expectations</li> <li>2. Curriculum Support</li> </ul>	<p><b>B. Professional Growth Indicator</b></p> <ul style="list-style-type: none"> <li>1. Professional Learning and Growth</li> </ul>
<p><b>C. Analysis Indicator</b></p> <ul style="list-style-type: none"> <li>1. Analysis and Conclusions</li> <li>2. Sharing Conclusions With Colleagues</li> <li>3. Sharing Conclusions With Students</li> </ul>	<p><b>C. Cultural Proficiency Indicator</b></p> <ul style="list-style-type: none"> <li>1. Respects Differences</li> <li>2. Maintains Respectful Environment</li> </ul>	<p><b>C. Communication Indicator</b></p> <ul style="list-style-type: none"> <li>1. Two-Way Communication</li> <li>2. Culturally Proficient Communication</li> </ul>	<p><b>C. Collaboration Indicator</b></p> <ul style="list-style-type: none"> <li>1. Professional Collaboration</li> </ul>
	<p><b>D. Expectations Indicator</b></p> <ul style="list-style-type: none"> <li>1. Clear Expectations</li> <li>2. High Expectations</li> <li>3. Access to Knowledge</li> </ul>		<p><b>D. Decision-Making Indicator</b></p> <ul style="list-style-type: none"> <li>1. Decision-making</li> </ul>
			<p><b>E. Shared Responsibility Indicator</b></p> <ul style="list-style-type: none"> <li>1. Shared Responsibility</li> </ul> <p><b>F. Professional Responsibilities Indicator</b></p> <ul style="list-style-type: none"> <li>1. Judgment</li> <li>2. Reliability and Responsibility</li> </ul>

## Descriptors for a single element in the Model Rubric for administrators:

### Standard I: Instructional Leadership

Indicator 1-D: Evaluation				
	Unsatisfactory	Needs Improvement	Proficient	Exemplary
Element I-D-1  Educator Goals	Does little to support educators to develop professional practice and student learning goals, review the goals for quality, and/or support educators to attain them.	Supports educators and teams to develop professional practice and student learning goals, but does not consistently review them for quality and/or monitor progress.	<b>Supports educators and teams to develop and attain meaningful, actionable, and measurable professional practice and student learning goals.</b>	Supports educators and teams to develop and attain meaningful, actionable, and measurable professional practice and student learning goals, and models this process through principal's own goals. Is able to model this Element.

## How to “Read” a Rubric

Rubrics can be overwhelming. Because they are designed to capture critical aspects of an extraordinarily complex craft, they need to be comprehensive and detailed. Most experts suggest that you start “reading” a rubric by “unpacking” a single Standard.

Scan the Indicators in the Standard. Select one of interest to you. Look at the titles of the elements for that Indicator to get a sense of how they fit together yet describe distinct aspects of the Indicator. Choose an element. Think about your own performance or the practice of someone you know fairly well. Begin by reading the Proficient performance descriptor for that element, as it is the expected standard of performance. Determine whether the practice you are thinking about exemplifies this performance level. If not, then read the performance descriptor that is one level higher (Exemplary) or one level lower (Needs Improvement). Fill out the descriptor for each level in your mind by asking yourself, “What might an educator be doing or saying?” After you have thought through one element, go on to another element for the same Indicator if there is one, or on to another Indicator in the same Standard.

“Reading” a rubric can help educators and evaluators see new dimensions of practice or put words to aspects of practice that they intuitively know but have not considered in a structured way. For educators new to the profession, a rubric can be an indispensable resource for learning the craft, with detailed expectations for effective practice. When read together with colleagues at a meeting of a department, a grade level, faculty, or administrators, “unpacking” an Indicator or a Standard can be a powerful way to develop a rich, detailed and shared picture of what effective practice looks like. That shared understanding is a foundation for strong professional cultures that can support the growth and development of every educator.

## Performance Levels in the Model Rubrics

The performance descriptors in the ESE Model System’s rubrics differentiate levels of educator performance along a continuum of professional practice. Experienced educators are expected to demonstrate performance at the Proficient level in each Standard and overall. Proficient performance is assumed to be fully satisfactory.

The regulatory language for each performance rating is provided below in italics followed by a deeper explanation of each descriptor.

<p><b>Exemplary</b></p>	<p><i>The educator’s performance consistently and significantly exceeds the requirements of a Standard and could serve as a model of practice districtwide.</i></p> <p>The Exemplary level represents the highest level of performance. It exceeds the already high Standard of Proficient. A rating of Exemplary is reserved for performance on an Indicator or Standard that is of such a high level that it could serve as a model for educators in the school, district, or state. Few educators—superintendents included—are expected to earn Exemplary ratings on more than a handful of Indicators.</p>
<p><b>Proficient</b></p>	<p><i>The educator’s performance fully and consistently meets the requirements of a Standard.</i></p> <p>Proficient is the expected, rigorous level of performance for educators. It is a demanding but attainable level of performance for most educators. At the Proficient level, educators integrate the knowledge, skills, and abilities needed for effective content-area instruction or leadership.</p>
<p><b>Needs Improvement</b></p>	<p><i>The educator’s performance on a Standard is below the requirements of a Standard but is not considered to be Unsatisfactory at this time. Improvement is necessary and expected.</i></p> <p>Educators whose performance on a Standard is rated as Needs Improvement may demonstrate inconsistencies in practice or weaknesses in a few key areas. They may not yet fully integrate and/or apply their knowledge and skills in an effective way. They may be new to the field or to this assignment and are developing their craft.</p>
<p><b>Unsatisfactory</b></p>	<p><i>The educator’s performance on a Standard ... has not significantly improved following a rating of Needs Improvement, or the educator’s performance is consistently below the requirements of a Standard ... and is considered inadequate or both.</i></p> <p>Educators whose performance on a Standard is rated as Unsatisfactory are significantly underperforming as compared to the expectations. Unsatisfactory performance requires urgent attention.</p>

## Design of the Model Rubrics

The regulations call for “rigorous and comprehensive” rubrics. With assistance from staff from American Institutes for Research (AIR), ESE staff reviewed numerous rubrics<sup>5</sup> and incorporated aspects of several into the Model Rubrics. ESE issued draft principal and teacher rubrics and sought feedback from early users, practitioners from Early Adopter Districts, experts, and other interested stakeholders including representatives from state teachers, principals, and superintendents organizations. With AIR’s assistance, ESE collected and analyzed the feedback and made a number of changes, notably tying the elements more explicitly and tightly to the language of the Indicators, reducing modestly the number of elements, and clarifying the distinction between performance levels.

Decisions about structure, language, and level of detail have been intentional. For example, there are fewer elements in the Model Rubric for teachers than in most published teacher rubrics.<sup>6</sup> This choice underscores the interconnectedness of related behaviors and practices, maintains the comprehensiveness of the rubrics, and ensures that they conform to the regulations. The decision to include fewer elements also ensures that educators in local districts will be able to play an active role in developing important details of the descriptions of practice as they work together to “unpack” the rubrics. Additional design choices are detailed in the following subsections.

### Standards and Indicators from the regulations.

State regulations on educator evaluation are very clear that educators must be evaluated using the Standards and Indicators of Effective Teaching Practice ([603 CMR 35.03](#)) or Standards and Indicators of Effective Administrative Leadership Practice ([603 CMR 35.04](#)), as applicable (a fuller explanation follows in the next section on “Adapting Rubrics for Different Role and Responsibilities”). These can be supplemented but not reduced. Therefore, Standards and Indicators dictate the basic structure of the Model Rubrics.

### Elements break down the Indicators into more manageable, measurable aspects of educator practice.

A key purpose of the educator evaluation regulations is to provide educators with more useful feedback to inform their professional growth. Useful, detailed feedback requires fine-grained descriptions of educator practice. Therefore, Indicators are broken down into more specific elements that describe a discrete educator behavior or related set of behaviors. The detailed descriptors of each element allow educators and evaluators to prioritize specific areas for evidence-gathering, feedback, and evaluation. The result is a more transparent and manageable process.

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<sup>5</sup> For a sampling of teacher and principal rubrics, see the approved rubrics for teachers and principals for New York State at <http://usny.nysed.gov/rttt/teachers-leaders/practicrubrics/home.html>. For a sample superintendent rubric, see <http://www.ncpublicschools.org/profdev/training/superintendent/>.

<sup>6</sup> For example, Charlotte Danielson’s *Framework for Teaching* (2011 Revised Edition) has the equivalent of 4 Standards, 22 Indicators, and 76 Elements, in contrast to ESE’s model, which has 13 Indicators and 33 elements. See [http://usny.nysed.gov/rttt/teachers-leaders/practicrubrics/Docs/Teachscape\\_Rubric.pdf](http://usny.nysed.gov/rttt/teachers-leaders/practicrubrics/Docs/Teachscape_Rubric.pdf).

**Distinctions among levels of performance are distinctions of consistency, quality, and scope of impact.**

The Model Rubrics distinguish among all four levels of performance on the basis of consistency, quality, and scope of impact. Without attention to all three, distinctions between different levels of performance are likely to be superficial. It is not Proficient practice, for example, if a principal “consistently” does something but rarely does it well or reaches few students. Likewise, classroom teachers may consistently offer high-quality instruction to some students, but struggle to meet the needs of others, such as academically advanced students, English Language Learners, students with disabilities, or those who present behavioral challenges.

Similarly, Exemplary performance requires demonstrating a behavior with greater regularity, at a higher level of quality, and/or with greater scope of impact than is expected at the Proficient level. The Model Rubrics make those differences clear.

## Adapting Rubrics for Different Roles and Responsibilities

The Standards and Indicators for Effective Teaching Practice and Effective Administrative Leadership Practice reflect the belief that “it is critical to develop and adopt a common statewide understanding about what effective teaching and administrative leadership looks like.”<sup>7</sup>

The regulations anticipate, however, that the Standards and Indicators—and the rubrics that flow from them—may need to be adapted to address different contexts, roles, and responsibilities: “the district shall adapt the Indicators based on the role of the (educator) to reflect and to allow for significant differences in assignments and responsibilities” ([603 CMR 35.03](#) and [35.04](#)).

ESE is committed to continuously learning from districts about the effectiveness of the Model Rubrics and the challenges districts face in implementing them. District use of the Model Rubrics may reveal that it is necessary to have a greater number of rubrics that further differentiate between roles. At this time, however, ESE has chosen to develop only four core rubrics: Superintendent, School-Level Administrator, Teacher, and Specialized Instructional Support Personnel (SISP).<sup>8</sup>

## Customizing Rubrics for Different Contexts, Roles, and Responsibilities

A comprehensive array of rubrics customized for distinctions in educator roles and responsibilities may seem like a desirable way to ensure that evaluation tools are applicable and meaningful for all educators. The decision to supplement Standards or Indicators should not be taken lightly, however. Having a wide variety of rubrics can dilute the power of a shared vision of effective practice and create unnecessary distinctions between educators. Many special education teachers and administrators, for example—both nationally and across the Commonwealth—are wary of creating “two systems” for evaluating educators in general versus special education settings.

Therefore, when preparing to evaluate educators working in different contexts, assuming different roles, or undertaking different responsibilities, districts and schools should consider the extent to which the use of existing rubrics can be *customized* through a differentiated emphasis on and prioritization of Indicators and Elements.

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<sup>7</sup> Massachusetts Task Force on the Evaluation of Teachers and Administrators. (2011, March). *Building a breakthrough framework for educator evaluation in the Commonwealth*. Malden, MA: Massachusetts Department of Elementary and Secondary Education.

<sup>8</sup> The SISP rubric was originally referred to as the “caseload educator” rubric. This title, however, implied that the role of such educators was limited to the direct support of a subset of students. ESE recognizes that effective school counselors, nurses, psychologists, and others in similar roles make critical contributions to the whole school in support of improvement, planning, and professional development for staff. The National Alliance of Pupil Services Organizations (NAPSO) recently released a position statement<sup>8</sup> on evaluating staff in these roles which they collectively refer to as: “**Specialized Instructional Support Personnel (SISP)**.” NAPSO members include the Natl. Association of School Nurses (NASN), the Natl. Association of School Psychologists (NASP), the American School Counselor Association (ASCA), and many others. Therefore, the Model rubric is titled by the term selected and agreed upon by NAPSO.

Consider the Expectations Indicator<sup>9</sup>: “Plans and implements lessons that set clear and high expectations and make knowledge accessible for all students.” Making knowledge accessible is critical for educators who work with students who are English language learners (ELLs) or have disabilities (or are ELLs with disabilities). Although most educators have responsibility for at least some ELLs or special education students, this Indicator should be more heavily emphasized for educators who, for example, primarily teach students with individual education plans (IEPs), especially those whose disabilities require modifications of curriculum, instruction, or learning outcomes.

Similar customization should be discussed between educators and evaluators as they consider the impact of differences in classrooms based on level (elementary, middle, and secondary), content, and/or population of students served. If the evaluator and educator agree to place a heavier emphasis on particular elements or Indicators, this should be noted in the Educator Plan.

In teams, with the faculty or administrative team as a whole, and/or individually, the educator and evaluator should consider reviewing the rubric together. The purpose of a joint review is to help clarify expectations and adapt the rubric to the specific context. During the review, educators and evaluators focus on the elements within each Indicator, asking questions such as these:

- Are there any elements for which Proficient performance will depend on factors beyond the control of the educator? If so, how will those dependencies be accounted for in the evaluation process?
- Are there any Standards, Indicators, or elements that will be weighted more heavily than others in rating the educator’s performance?
- Are there specific Indicators or elements that will be the focus of attention this year?

## Adapting Rubrics for Different Roles and Responsibilities

In some instances, however, customizing an existing rubric will not sufficiently capture differences in roles and responsibilities. When making decisions with regard to adapting rubrics to better reflect differences in roles and responsibilities, districts and schools should consider the following:

- Will the changes increase the difficulty of creating team goals that are tied to performance Standards and Indicators?
- How many educators will be evaluated against the adapted rubric?
- Has a representative group of the educators who will be evaluated against the adapted rubric had the opportunity to closely review and discuss the existing rubrics to determine whether or not the modifications are necessary?
- Will the number of rubrics place undue burden on the evaluator? To effectively assess educator performance against a rubric, evaluators need to become familiar with the content of the rubrics and adept with using each one for evaluation purposes.

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<sup>9</sup> Indicator D within Standard II, Teaching All Students from the *Standards and Indicators for Effective Teaching Practice* as defined in [603 CMR 35.03](#)

If the district has decided to adapt a rubric for particular roles and/or responsibilities, recommended options for adapting a rubric include:

**1. Modifying, adding, or removing elements.**

Although the elements are, by definition, “subcategories of knowledge and skills specific to each Indicator,” (see page 7 of this Guide) certain elements may not be comprehensive or specific enough for an educator’s role and/or responsibilities. As elements are not defined in the regulations, districts have the flexibility to modify elements to better reflect the local context, specific educator roles, or different responsibilities. For example, a district participating in an initiative to increase family and community engagement such as the Wrap-Around Zones may want to add an element to Standard III to better reflect the responsibilities of educators contributing to the initiative. When making changes to the elements and descriptors, districts are encouraged to consider the distinctions of quality, consistency, and scope of impact (described on page 12 of this Guide).

**2. Creating a “hybrid” rubric that includes Standards, Indicators, and elements from both the Standards and Indicators for Effective Teaching Practice and the Standards and Indicators for Effective Administrative Leadership.**

Some educators may be in a role that combines the responsibilities of both a classroom teacher and an administrator, such as a department head. In this scenario, the parties<sup>10</sup> could create a hybrid rubric including Standards, Indicators and elements or descriptors from both the teacher rubric and the administrator rubric appropriate to the responsibilities of the educator. Depending on the primary role of the educator, it may make sense to begin with the teacher rubric and add components of the administrator where appropriate, or vice versa. (For example, a department head in a small school with an extensive teaching load may identify the teacher rubric as representing their “primary” role and the administrator responsibilities as “secondary.”) In this approach, the team developing the rubric should be mindful of increasing the number of elements, and should prioritize those Indicators and elements that best apply to the educator’s role and responsibilities.

**3. Adding additional Indicators or modifying existing Indicators.**

An additional Indicator may be added to address a specific role, with elements describing the responsibilities of the role. . For example, a district may want to develop a Coaching Indicator for teachers, administrators, or other specialists who spend a significant amount of time coaching other educators.

Another option is to add an Indicator addressing a specific responsibility, with Elements describing aspects of the responsibility. For example, a teacher rubric may be supplemented with a “Committee Chair” Indicator for any educator that has the responsibility of chairing a committee, with 2-3 elements describing specific components of that responsibility.

A third option is to modify the existing Indicators, as per 603 CMR 35.03 and 35.04: “the district shall adapt the Indicators based on the role of the (educator) to reflect and to allow for significant differences in assignments and responsibilities.” This option should only be exercised when absolutely necessary, and all other options should be considered first. However, there are some roles that have such significant differences in assignments and responsibilities that to not adapt one or more Indicators would lead to a more superficial

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<sup>10</sup> The decision to create such a rubric may be made through an agreement between the District and the Association/Union to ensure that all educators in this role will be evaluated consistently across a district.

evaluation. Modifications to Indicators must meet the criteria of “supplement but not reduce.”<sup>11</sup>

As an example of these modifications, the Model Rubrics for administrators and teachers use the exact wording of the Standards and Indicators, whereas the Model Rubric for superintendents adapts the language modestly to accommodate the districtwide responsibilities of superintendents.

## Implementing Role-Specific Indicators and/or Elements

If districts choose to incorporate role-specific Indicators and/or elements into their evaluation process, each should be associated with a Standard and/or Indicator defined in the regulations and considered when rating an educator’s performance against the respective Standard. If a district has chosen to supplement the Standards defined in the educator evaluation regulations with additional local standards, supplementary Indicators may fall under those local standards as well. In that case, performance on the supplementary role-specific Indicators and/or elements should be considered when rating an educator’s overall performance.

Implementing role-specific Indicators and/or elements allows for evaluation to incorporate components specific and possibly unique to a certain role. Using role-specific Indicators/elements to supplement a “base” rubric such as the Specialized Instructional Support Personnel (SISP) rubric preserves that opportunity for specificity while simultaneously emphasizes commonalities across roles. In addition, the division between the “base” rubric and the role-specific Indicator(s) creates a structure through which it may be more feasible for evaluation to be shared by multiple evaluators. For example, principals are typically more qualified to assess a school nurse’s contributions to school culture than they are to evaluate the nurse’s clinical skills. In that situation, a principal may be the primary evaluator for the majority of the Standards on the Model SISP rubric while a head nurse or non-core supervisor/director might be a contributing evaluator with responsibility for assessing performance on role-specific Indicators specific to the school nurse.

## Additional Approaches to Role-Specific Resources

Developing role-specific Indicators and/or elements may not be the appropriate strategy for some educator roles. One alternative strategy is to adapt a Model Rubric in small but strategic ways to better align performance descriptors to specific roles and responsibilities. The Massachusetts Association of School Business Officials (MASBO), for example, adapted the Superintendent Model Rubric to reflect the role of a school business administrator.<sup>12</sup>

ESE also strongly encourages districts and organizations to consider developing resource documents in support of the Model Rubrics that identify role-specific educator behaviors and “look-for’s” aligned to the

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<sup>11</sup> While districts always have the option to supplement the Standards with locally developed Standards, there is less flexibility to modify the Standards. In the case of *superintendents, principals, and other administrators under individual employment contracts*, districts may adapt the Standards “as applicable to their role and contract” as per 603 CMR 35.05.

<sup>12</sup> ESE reviewed MASBO’s rubric to ensure it met regulatory requirements for comparable rigor and comprehensiveness. The MASBO rubric is available on its website [here](#).

descriptions of practice in a Model Rubric. Developing a resource document supports a common understanding of educator practice while also promoting strong role-specific practices.

ESE is grateful to statewide organizations that have taken a leading role in developing role-specific resources, including school counselors, school psychologists, school nurses, school librarians, and others to develop role-specific materials to meet the needs of all educators.

## Resources

### ESE Model Rubrics

[Appendix A: Superintendent Rubric](#)

[Appendix B: School Level Administrator Rubric](#)

[Appendix C: Teacher Rubric](#)

[Appendix D: Specialized Instructional Support Personnel Rubric](#)

### Rubric Resources

- Quick Reference Guide: [Performance Rubrics](#)
- Training Module 2: Unpacking the Rubric ([Facilitator Guide](#), [PowerPoint Presentation](#), [Participant Handouts](#))
- Teacher Workshop 1: Rubric Review ([Facilitator Guide](#), [Participant Handouts](#))

### Role-Specific Resources

ESE is grateful to the statewide organizations that have taken a lead role in developing role-specific resources, including school counselors, school psychologists, school nurses, school librarians, and others to develop role-specific materials to meet the needs of all educators. We look forward to opportunities for continued collaboration with these organizations and partnering with other organizations in the future.

Adapted  
Rubric

- [MASBO Adapted Rubric for School Business Officials](#)

Role-Specific Indicators and Elements

- [MASCA Role-Specific Indicators for School Counselors](#)
- [MSPA School Psychologist Rubric with Role-Specific Elements](#) (I.C.4. Intervention Monitoring and Evaluation, and III.C.3. Community Connections)
- [School Nurses' Resource Document](#) to Support Implementation of SISP Model Rubric
- [MSLA School Librarians' Resource Document](#) to Support Implementation of Teacher Rubric
- [MSHA Speech Language Pathologists Resource Document](#) to Support Implementation of SISP Rubric

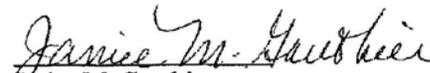
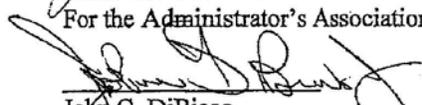


**SETTLEMENT AGREEMENT**  
**BETWEEN**  
**THE EVERETT SCHOOL COMMITTEE**  
**AND**  
**THE ADMINISTRATOR'S ASSOCIATION**

The parties agree to amend the current collective bargaining agreement as follows:

- |                               |  |
|-------------------------------|--|
| <b>1. Duration</b>            | July 1, 2015 through June 30, 2018   |
| <b>2. Wages</b>               | 3 % increase added to the base of each Administrator and retroactive to July 1, 2015<br><br>Effective July 1, 2016, the base salary of each Administrator shall be increased by 2% .<br><br>Effective July 1, 2017, the base salary of each Administrator shall be increased by 2% |
| <b>3. Sick Leave Buy Back</b> | Effective July 1, 2015, upon retirement, the rate will increase from \$80 per day to \$90 per day  |
| <b>4. Summer Hours</b>        | Extend the summer hours (3:00 p.m. dismissal) until the August Administrator's meeting<br><br>Administrators will be available beyond 3:00 p.m. if needed.   |

  
Everett School Committee  
Frank Parker, Chairman

  
Janice M. Gauthier  
For the Administrator's Association  
  
John C. DiBiaso  
For the Administrator's Association

Date: July 1, 2015

