

2024 Superintendent Evaluation Summary

| | | NI | PR | EX |
|------|---------------------------------|----------|----------|----------|
| I | Instructional Leadership | 3 | 4 | 3 |
| II | Management and Operations | 4 | 6 | |
| III | Family and Community Engagement | 2 | 7 | 1 |
| IIII | Professional Culture | <u>2</u> | <u>5</u> | <u>3</u> |
| | Out of 40 total | 7 | 20 | 13 |

One area where everyone is in agreement on is Management and Operations. The past 4 years have been extremely difficult for educators and school leaders. Dr. Marotta has been an exceptional leader and fiscal manager that has guided us through all the challenges and Haverhill has come out of it better than most other communities in the Commonwealth. This continued to be evident as she guided us through this latest budget with none of the budget shortfalls and classroom cuts that most other communities face.

The superintendent received exemplary grades in a third of the assessments, and she is acknowledged to be proficient in half of the assessments. Overall it is a positive evaluation.

School Committee Comments

1.

Doctor Marotta is an asset to our schools. She has demonstrated time and time again her persistence to have all school academics and learning in the forefront. The parents and children who have reached out to me in support is amazing. Haverhill deserves this kind of superintendent.

2.

Dr. Marotta has established a culture that gathers, analyzes and uses student performance data. This has led to much more targeted interventions. Teachers are now able to have data-driven discussion about best practices and are encouraged to try them.

Walk throughs are now routine. They provide both teachers and administrators with an opportunity to look at and discuss instructional practices, student engagement and classroom issues.

It has been a privilege working with Dr. Marotta. I am amazed at her professionalism, her knowledge and her love of students. We are so lucky to have her as our leader. I enjoyed reading her self-evaluation because it reminded me of so many of the great things she has accomplished.

3.

The superintendent does maintain high standards for Students, however we have not yet seen a dramatic improvement in student outcomes which would reflect these high expectations. Additionally, it is essential that every staff member in our district maintains high expectations for ALL students. We need to see improved student outcomes that reflect Haverhill Public School's expectations of student achievement. There is no doubt that the Covid-19 pandemic had a significantly negative effect on our student learning, however we need to find a path forward towards truly preparing all students to be productive, engaged citizens of our community who have the skills needed to thrive in the path they wish to pursue.

4.

Based on evidence submitted, the district has clear guidelines for teacher evaluation timelines and expectations. Goals are developed to intentionally align at the individual, team, building, and district levels. The School Committee should work with Dr. Marotta to develop goals aimed at creating consistency in systems and structures and addressing achievement gaps, which in turn should inform the development of school improvement plans and teacher evaluation goals.

MCAS scores for Haverhill are not good. While COVID-19 pandemic learning loss may account for some of the downward trends, Haverhill students are performing well below the state averages in all grades and subjects.

Dr. Marotta's leadership of the large, diverse, urban district that is Haverhill has been much appreciated. She is a collaborative leader who has earned the respect of administrators, faculty, staff, and families. As a member of the Haverhill School Committee, I am looking forward to continuing to work with her to make Haverhill Public Schools exceptional.

5.

Since her last evaluation in late 2020, Dr. Marotta has earned an overall evaluation of proficient. **"Proficient practice is understood to be fully satisfactory. This is the rigorous expected level of performance,"** according to guidance from the Department of Elementary and Secondary Education.

Over the last three years, she has professionally navigated a global pandemic, a teacher strike, significant growth of preschool programs, the expansion of varied summer programs, an ongoing new school building project, and a significant decline in expected state Chapter 70 money. Her strengths include her unwavering student-focused leadership, work ethic, and transparent and inclusive management style.

6.

Margaret Marotta capably led Haverhill Public Schools through a difficult period, with COVID restrictions, growing student needs, and tight overall district budgets. She has succeeded in focusing district efforts on improving educational experiences for a diverse student population and building leadership teams within the schools. Dr. Marotta has effectively engaged the administrative staff in team-based efforts to solve problems and has proactively avoided many of the difficulties that commonly disrupt other school districts. All of this has been done with a high degree of professionalism with very limited budgets for administration, and often with limited direction from the Mayor and School Committee.

Dr. Marotta has built a foundation for future accomplishments as the district completes recovery from COVID learning disruptions and seeks adequate and stable budgets. Her no-nonsense, even-keel, team-based, professional approach provides an exemplary model of effective management for leaders in other districts facing the challenges of lower-income, midsized cities, with high-needs student populations.

7.

Thus far, Dr. Marotta has worked under trying times both as a gateway city and during a world-wide pandemic. Her dedication has been noted. I'm excited to be a part of this next phase where the School Committee collaborates with the Superintendent to reach measurable goals. Although no direct fault of her own as she was not mandated to have these standards prior to this year, it is still the responsibility of the Superintendent to set learning goals as these are your guide lines to measure true growth and improvement according to the MASC. My biggest area of concern is simply stating each student should reach their full potential is not sufficient.

8.

This year when other districts across the commonwealth were finding themselves in deep financial holes before the end of the school year (i.e. North Andover 3-million-dollar deficit and firing superintendent). Dr. Marotta took charge of Haverhill's situation, froze spending, and continued to watch the budget closely, saving the district from the abyss.

Dr. Marotta found a way to fund free Pre-K and all-day kindergarten, both of which should help with our reading at grade level goals. She has seen the need for a change in our early reading program and has budgeted for the upcoming year to switch to a better science based reading program.

9.

In summary, Dr. Marotta has kept the district afloat financially and provided students in the City of Haverhill programs and supports that they need to have a path toward success, especially our high needs students. Although it is difficult, she needs to find a way to combat the "we fight we win" attitude of HEA leadership and develop a closer collaboration with our classroom teachers. Also, she needs to develop a better system of responding to parents and teachers' concerns. I am confident that Dr. Marotta will overcome these challenges. Haverhill, is an eclectic village of people from diverse backgrounds. It is an incredible challenge to bring everyone together. No position is more important to foster a community than the Superintendent of schools, I am optimistic that her steady hand and thoughtful approach to resolving issues can play a major role in unifying our community. We are fortunate to have a strong leader like Dr. Marotta.