

## Appendix C: End-of-Cycle Summative Evaluation Report: Superintendent

The performance of every educator is rated against the four performance Standards defined in the educator evaluation regulations. All educators earn one of four ratings: *Proficient*, *Exemplary*, *Needs Improvement* or *Unsatisfactory*. Most effective educators will be rated Proficient on a Standard rather than Exemplary because Exemplary is reserved for educators – superintendents included – whose practice in a particular area is so strong that it can be a model for others. Each rating has a specific meaning:

- *Proficient* performance is understood to be fully satisfactory. For the superintendent, and all other administrators as well as teachers, this is the rigorous expected level of performance. It is a demanding, but attainable level of performance.
- *Exemplary* performance represents a level of performance that 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 leaders regionally or statewide. Few educators—superintendents included—are expected to earn Exemplary ratings on more than a handful of Indicators.
- A rating of *Needs Improvement* represents performance that is below the requirements of a Standard but is not considered to be Unsatisfactory at the time. Improvement is necessary and expected. For new educators, performance is often on track to achieve proficiency within three years.
- *Unsatisfactory* performance is merited when performance has not significantly improved following a rating of Needs Improvement, or performance is consistently below the requirements of a Standard and is considered inadequate, or both.

# End-of-Cycle Summative Evaluation Report: Superintendent



**Superintendent:** Dr. Stephen Zrike  
**Evaluator:** Beth Anne Cornell  January 15, 2024  
**Name** **Signature** **Date**

## Step 1: Assess Progress Toward Goals (Complete page 3 first; check one for each set of goal[s].)

Professional Practice Goal(s)	<input type="checkbox"/> Did Not Meet	<input type="checkbox"/> Some Progress	<input type="checkbox"/> Significant Progress	<input type="checkbox"/> Met	<input checked="" type="checkbox"/> Exceeded
Student Learning Goal(s)	<input type="checkbox"/> Did Not Meet	<input type="checkbox"/> Some Progress	<input checked="" type="checkbox"/> Significant Progress	<input type="checkbox"/> Met	<input type="checkbox"/> Exceeded
District Improvement Goal(s)	<input type="checkbox"/> Did Not Meet	<input type="checkbox"/> Some Progress	<input type="checkbox"/> Significant Progress	<input checked="" type="checkbox"/> Met	<input type="checkbox"/> Exceeded

## Step 2: Assess Performance on Standards (Complete pages 4–7 first; then check one box for each Standard.)

**Unsatisfactory** = Performance on a standard or overall has not significantly improved following a rating of *Needs Improvement*, or performance is consistently below the requirements of a standard or overall and is considered inadequate, or both.

**Needs Improvement/Developing** = Performance on a standard or overall is below the requirements of a standard or overall but is not considered to be Unsatisfactory at the time. Improvement is necessary and expected.

**Proficient** = **Proficient practice is understood to be fully satisfactory. This is the rigorous expected level of performance.**

**Exemplary** = A rating of *Exemplary* indicates that practice significantly exceeds *Proficient* and could serve as a model of practice regionally or statewide.

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
Standard I: Instructional Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Standard II: Management and Operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Standard III: Family and Community Engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Standard IV: Professional Culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

# End-of-Cycle Summative Evaluation Report: Superintendent

**Step 3: Rate Overall Summative Performance (Based on Step 1 and Step 2 ratings; check one.)**

Unsatisfactory

Needs Improvement

Proficient

Exemplary

## Step 4: Add Evaluator Comments

Comments and analysis are recommended for any rating but are required for an overall summative rating of *Exemplary*, *Needs Improvement* or *Unsatisfactory*.

### Comments:

Dr. Zrike has had an extraordinary impact on the district in a short time. During his tenure, he has improved community engagement, expanded and created greater accountability with regard to ML learning and support, overseen the development of a strong pre-K program, and increased the number of educators and staff of color. Further, he has established a group of strong school leaders with the expertise and drive to hold our educators and learners to high academic standards. His two-way communication with the School Committee gives us valuable insight into where the district's challenges lie and give members the opportunity to ask questions and to see the district's work up close.

The district still has a long way to go, but Dr. Zrike's tenacity, dedication, and humility are moving us in the right direction, and his overall performance has been exemplary.

# Superintendent's Performance Goals

Superintendents must identify at least one student learning goal, one professional practice goal, and two to four district improvement goals. Goals should be SMART and aligned to at least one focus Indicator from the Standards for Effective Administrative Leadership.

Goals	Focus Indicator(s)	Description	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
<b>Student Learning Goal</b>		The Superintendent will work with Salem Public School educators to support our students to become independent learners who can achieve at their grade level or higher.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Professional Practice Goal</b>		As part of the district's commitment to fiercely advancing equity across the district, the superintendent will lead an explicit focus on supporting multilingual learners (MLs). SPS will strengthen our practices and models for serving multilingual learners to ensure they have equitable access to meaningful and rigorous learning opportunities that build on their cultural and linguistic assets and the academic, linguistic, social, and emotional supports they need to excel.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>District Improvement Goal 1</b>		To lead the upcoming (post-COVID) strategic planning effort for the Salem Public Schools – process, implementation, and progress monitoring. The strategic plan must be visionary, forward thinking and set aggressive and attainable goals for improved student outcomes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>District Improvement Goal 2</b>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>District Improvement Goal 3</b>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>District Improvement Goal 4</b>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Standards and Indicators for Effective Administrative Leadership

*Superintendents should identify 1-2 focus Indicators per Standard aligned to their goals.*

I. Instructional Leadership	II. Management & Operations	III. Family & Community Engagement	IV. Professional Culture
I-A. Curriculum I-B. Instruction I-C. Assessment I-D. Evaluation I-E. Data-Informed Decision-making I-F. Student Learning	II-A. Environment II-B. HR Management and Development II-C. Scheduling & Management Information Systems II-D. Laws, Ethics, and Policies II-E. Fiscal Systems	III-A. Engagement III-B. Sharing Responsibility III-C. Communication III-D. Family Concerns	IV-A. Commitment to High Standards IV-B. Cultural Proficiency IV-C. Communications IV-D. Continuous Learning IV-E. Shared Vision IV-F. Managing Conflict

# Superintendent's Performance Rating for Standard I: Instructional Leadership



Rate each focus Indicator and indicate the overall Standard rating below. (\*Focus Indicators are those aligned to superintendent goal(s).)

	U	NI	P	E
<b>I-A. Curriculum:</b> Ensures that all instructional staff design effective and rigorous standards-based units of instruction consisting of well-structured lessons with measureable outcomes. <input type="checkbox"/> Focus Indicator (check if yes)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>I-B. Instruction:</b> Ensures that practices in all settings reflect high expectations regarding content and quality of effort and work, engage all students, and are personalized to accommodate diverse learning styles, needs, interests, and levels of readiness. <input type="checkbox"/> Focus Indicator (check if yes)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>I-C. Assessment:</b> Ensures that all principals and administrators facilitate practices that propel personnel to use a variety of formal and informal methods and assessments to measure student learning, growth, and understanding and make necessary adjustments to their practice when students are not learning. <input type="checkbox"/> Focus Indicator (check if yes)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>I-D. Evaluation:</b> Ensures effective and timely supervision and evaluation of all staff in alignment with state regulations and contract provisions. <input type="checkbox"/> Focus Indicator (check if yes)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>I-E. Data-Informed Decision Making:</b> Uses multiple sources of evidence related to student learning—including state, district, and school assessment results and growth data—to inform school and district goals and improve organizational performance, educator effectiveness, and student learning. <input type="checkbox"/> Focus Indicator (check if yes)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>I-F. Student Learning:</b> Demonstrates expected impact on student learning based on multiple measures of student learning, growth, and achievement, including student progress on common assessments and statewide student growth measures where available	The Student Learning Indicator does not have corresponding descriptions of practice. Evidence of impact on student learning based on multiple measures of student learning, growth, and achievement must be taken into account when determining a performance rating for this Standard.			
<b>OVERALL Rating for Standard I: Instructional Leadership</b> The education leader promotes the learning and growth of all students and the success of all staff by cultivating a shared vision that makes powerful teaching and learning the central focus of schooling.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Comments and analysis (recommended for any overall rating; required for overall rating of Exemplary, Needs Improvement or Unsatisfactory):</b>  I-A Curriculum: Curricula, as it is presented to the School Committee during regular meetings, is unique, engaging and student-centered. Since the adoption of the new strategic plan, all curricular reports to the SC deliberately reflect strategic initiatives.  I-B Instruction: Dr. Zrike has identified that continued effort is required to support rigorous instruction and high expectations district-wide. To achieve these goals, he has strengthened inclusive practices by doubling the number of teachers with specialized reading training, increased the number of co-taught classrooms at the high school level, and implemented a pre-AP curriculum in grades 9-10 at Salem High School, among other initiatives. While Dr. Zrike and school leaders are immediately responsive when instruction is not meeting expectations, a larger culture shift with regard to rigor and high expectations for all students will take time.  I-C Assessment: Dr. Zrike regularly examines data, including STAR performance results, with the executive team, district leadership team and principals to adjust practices based on academic and non-academic outcomes, and shares these analyses with the SC.  I-E Data-Informed Decision-Making: Dr. Zrike uses data-driven practices whenever possible, including using Panorama survey results, chronic absenteeism reports, STAR performance results, dropout and discipline data, etc. to improve district practices  I-E & I-F Student Learning: SPS has made great progress in pre-K and ML learning and instruction under Dr. Zrike's leadership; however, our MCAS performance is a strong indicator that we are not yet providing rigorous, grade-level learning for all students.				

# Superintendent's Performance Rating for Standard II: Management & Operations



Rate each focus Indicator and indicate the overall Standard rating below. (*Focus Indicators are those aligned to superintendent goal(s).)	U	NI	P	E
<b>II-A. Environment:</b> Develops and executes effective plans, procedures, routines, and operational systems to address a full range of safety, health, emotional, and social needs. <input type="checkbox"/> Focus Indicator (check if yes)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>II-B. Human Resources Management and Development:</b> Implements a cohesive approach to recruiting, hiring, induction, development, and career growth that promotes high-quality and effective practice. <input type="checkbox"/> Focus Indicator (check if yes)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>II-C. Scheduling and Management Information Systems:</b> Uses systems to ensure optimal use of data and time for teaching, learning, and collaboration, minimizing disruptions and distractions for school-level staff. <input type="checkbox"/> Focus Indicator (check if yes)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>II-D. Law, Ethics, and Policies:</b> Understands and complies with state and federal laws and mandates, school committee policies, collective bargaining agreements, and ethical guidelines. <input type="checkbox"/> Focus Indicator (check if yes)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>II-E. Fiscal Systems:</b> Develops a budget that supports the district's vision, mission, and goals; allocates and manages expenditures consistent with district- and school-level goals and available resources. <input type="checkbox"/> Focus Indicator (check if yes)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>OVERALL Rating for Standard II: Management &amp; Operations</b> The education leader promotes the learning and growth of all students and the success of all staff by ensuring a safe, efficient, and effective learning environment, using resources to implement appropriate curriculum, staffing, and scheduling.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Comments and analysis (recommended for any overall rating; required for overall rating of <i>Exemplary</i>, <i>Needs Improvement</i> or <i>Unsatisfactory</i>):</b>  Most significantly, this year Dr. Zrike oversaw the development of a new strategic plan that reflects community and staff input and is aspirational, clear, and achievable.  II-A. Environment: Dr. Zrike has established effective routines and procedures to support the district's operations. He is in regular conversation with administrative leadership as well as municipal support entities including the Salem PD. Over the past year, Dr. Zrike has worked closely with Chief of Police Lucas Miller and other safety experts to reevaluate and improve the district's safety measures and protocols. Dr. Zrike has also overseen building and facilities upgrades throughout the district, and perhaps most significantly, led the initiative to gain eligibility into the (MSBA) construction process toward the building of a new high school.  II-B. Human Resources Management and Development: This is a great area of success for Dr. Zrike. He has prioritized the recruitment and development of teachers of color to better reflect the demographics of our students and has exceeded the district goal of increasing the number of non-white teachers and staff. Additionally, Dr. Zrike has made it a priority to develop leaders from within the district and to reassign staff to roles where they can be challenged and thrive.  II-C Scheduling and Management Information Systems: Dr. Zrike and his team have streamlined assessments and are able to provide data to the school committee swiftly upon request.  II-D. Law, Ethics, and Policies: In this area Dr. Zrike has the highest personal standards and is able to speak knowledgeably about most laws and guidelines. When he is not, he is swift to seek legal counsel.  II-E. Fiscal Systems: The budget development process is collaborative, transparent, and reflective of strategic goals and initiatives. Dr. Zrike's approach is practical and inclusive of the needs of each school. During this period of reduced funding and expiring ESSER funds, Dr. Zrike has maintained and even increased necessary supports and staffing by right-sizing operations.				

# Superintendent's Performance Rating for Standard III: Family and Community Engagement



Rate each focus Indicator and indicate the overall Standard rating below. (*Focus Indicators are those aligned to superintendent goal(s).)	U	NI	P	E
<b>III-A. Engagement:</b> Actively ensures that all families are welcome members of the classroom and school community and can contribute to the effectiveness of the classroom, school, district, and community. <input type="checkbox"/> Focus Indicator (check if yes)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>III-B. Sharing Responsibility:</b> Continuously collaborates with families and community stakeholders to support student learning and development at home, school, and in the community. <input type="checkbox"/> Focus Indicator (check if yes)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>III-C. Communication:</b> Engages in regular, two-way, culturally proficient communication with families and community stakeholders about student learning and performance. <input type="checkbox"/> Focus Indicator (check if yes)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>III-D. Family Concerns:</b> Addresses family and community concerns in an equitable, effective, and efficient manner. <input type="checkbox"/> Focus Indicator (check if yes)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>OVERALL Rating for Standard III: Family &amp; Community Engagement</b> The education leader promotes the learning and growth of all students and the success of all staff through effective partnerships with families, community organizations, and other stakeholders that support the mission of the district and its schools.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Comments and analysis (recommended for any overall rating; required for overall rating of <i>Exemplary</i>, <i>Needs Improvement</i> or <i>Unsatisfactory</i>):</b>  III-A. Engagement: One of Dr. Zrike's greatest strengths is his ability engage community members in decision-making and high-level discussions about student learning and experiences. Dr. Zrike continues to implement strategies to engage all families more actively and equitably, including relying on valuable input from our diverse Parent Advisory Council and our ELPAC families. This year School Site Councils were actively engaged in budget development. Going forward, I would like to see more active district engagement with SEPAC.  III-B. Sharing Responsibility: The above comment overlaps with this assessment. The implementation of home visits has enhanced the district's efforts at creating a culture of shared responsibility and community-building.  III-C. Communication: Dr. Zrike is exceptional in this regard. He continues to engage the community using a variety of strategies, from Facebook Lives in English and Spanish to monthly newsletters. Last summer's addition of neighborhood walks and talks gave district leadership the opportunity to visit individual neighborhoods and engage community members in meaningful discussion.  III-D. Family Concerns: Because of the communication strategies noted above, Dr. Zrike is able to respond to family concerns quickly; however, the parents who do not reach out to schools and the district are of equal concern to him. As a result, he has made concrete efforts to connect with and solicit feedback from our immigrant, un-housed, and non-English speaking families through advisory groups and one-on-one relationships. The district is extremely fortunate that Dr. Zrike is bi-lingual and able to connect with Spanish-speaking families throughout the city.				

# Superintendent's Performance Rating for Standard IV: Professional Culture

Rate each focus Indicator and indicate the overall Standard rating below. (\*Focus Indicators are those aligned to superintendent goal(s).)

	U	NI	P	E
<p><b>IV-A. Commitment to High Standards:</b> Fosters a shared commitment to high standards of service, teaching, and learning with high expectations for achievement for all.</p> <p><input type="checkbox"/> Focus Indicator (check if yes)</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p><b>IV-B. Cultural Proficiency:</b> Ensures that policies and practices enable staff members and students to interact effectively in a culturally diverse environment in which students' backgrounds, identities, strengths, and challenges are respected.</p> <p><input type="checkbox"/> Focus Indicator (check if yes)</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>IV-C. Communication:</b> Demonstrates strong interpersonal, written, and verbal communication skills.</p> <p><input type="checkbox"/> Focus Indicator (check if yes)</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>IV-D. Continuous Learning:</b> Develops and nurtures a culture in which staff members are reflective about their practice and use student data, current research, best practices, and theory to continuously adapt practice and achieve improved results. Models these behaviors in his or her own practice.</p> <p><input type="checkbox"/> Focus Indicator (check if yes)</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>IV-E. Shared Vision:</b> Successfully and continuously engages all stakeholders in the creation of a shared educational vision in which every student is prepared to succeed in postsecondary education and become a responsible citizen and global contributor.</p> <p><input type="checkbox"/> Focus Indicator (check if yes)</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>IV-F. Managing Conflict:</b> Employs strategies for responding to disagreement and dissent, constructively resolving conflict and building consensus throughout a district or school community.</p> <p><input type="checkbox"/> Focus Indicator (check if yes)</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>OVERALL Rating for Standard IV: Professional Culture</b></p> <p>The education leader promotes the learning and growth of all students and the success of all staff by nurturing and sustaining a districtwide culture of reflective practice, high expectations, and continuous learning for staff.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>Comments and analysis (recommended for any overall rating; required for overall rating of <i>Exemplary</i>, <i>Needs Improvement</i> or <i>Unsatisfactory</i>):</b></p> <p>IV-A Commitment to High Standards: Dr. Zrike has set high expectations for administrators, teachers, and staff, and he models those expectations in his own professional development and practice. He insists on regular assessments of district and school initiatives through the lens of equity, and this is reflected in student and staff surveys revealing improved cultural awareness and competency. Dr. Zrike's aspirations with regard to high district standards are well-communicated and consistent. This is, however, a slow process and not all teachers and staff have met Dr. Zrike's standards. To improve, he and his team have instituted differentiated professional learning to educators and tailored offerings to specific educator roles and responsibilities.</p> <p>IV-B. Cultural Proficiency: Dr. Zrike is exceptional in this regard. The new strategic plan reinforces the district's commitment to diversity and equity, and Dr. Zrike is committed to holding the district to the aspirations outlined in the plan.</p> <p>IV-C. Communication: As noted elsewhere in this evaluation, Dr. Zrike excels in his communication skills both at the interpersonal and district levels. He has brought a transparency and accessibility not seen in the district for some time. Through Facebook Live (in both English and Spanish), regular newsletters, and in-person and phone conversations with stakeholders, Dr. Zrike has been able to foster community and increase trust.</p> <p>IV-D. Continuous Learning: Dr. Zrike and his team use student data and other assessments (step-backs, STAR) to improve student learning and curricula. Dr. Zrike continues to use Panorama survey data to counsel school leaders on how to create increased opportunities for staff to elevate their voices, ideas, and perspectives as it relates to school improvement.</p> <p>IV-E. Shared Vision: Dr. Zrike's strong communication skills enable him to leverage strong relationships with the teacher advisory group and the Salem Teachers union to create a shared vision for the district.</p> <p>IV-F. Managing Conflict: Dr. Zrike is adept at managing conflict in part because he is adept at setting expectations. When conflict does arise, he is open to criticism and clear about his intentions.</p>				