

**End-of-Cycle Summative Evaluation Report: Superintendent  
2017 - 2018 School Year**

**Jay Lang, Ed.D.  
Superintendent of Schools**

Indicators	Unsatisfactory	Needs Improvement	Proficient	Exemplary	D. King	J. Moses	D. Newcomb	B. Skaar	A. Thomas
<b>Unsatisfactory</b> = Performance on a standard or overall has not significantly improved following a rating of <i>Needs Improvement</i> , or performance is consistently below the requirements of a standard or overall and is considered inadequate, or both.									
<b>Needs Improvement/Developing</b> = 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.									
<b>Proficient</b> = <i>Proficient</i> practice is understood to be fully satisfactory. This is the rigorous expected level of performance.									
<b>Exemplary</b> = A rating of <i>Exemplary</i> indicates that practice significantly exceeds <i>Proficient</i> and could serve as a model of practice regionally or statewide.									
Standard I: Instructional Leadership			X		P	P	P		P
Standard II: Management and Operations				X	E	E	P		E
Standard III: Family and Community Engagement			X		P	P	P		E
Standard IV: Professional Culture				X	P	E	P		E
Rate Overall Summative Performance			X		P	E	P		E

**Comments:**

The 2017/18 school year was a dynamic, productive, and successful one for the Chelmsford Public Schools. For this reason, the Chelmsford School Committee has given Superintendent Lang an overall summative rating of Proficient for the year. Within the individual standards, Superintendent Lang was rated as Proficient in the areas of Instructional Leadership and Family and Community Engagement, Proficient/Exemplary in the area of Professional Culture, and Exemplary in the area of Management and Operations. Among the many accomplishments noted in committee member evaluations was the successful implementation of a full day kindergarten program, addition of new modular classrooms at all four elementary schools, successful negotiation of contracts with multiple employee groups, research and creation of a therapeutic classroom program for elementary level students who require additional support in the area of social emotional learning, and the creation or re-establishment of additional support positions in the district including assistant principals at the elementary level and a district wide English coordinator.

Throughout the year Superintendent Lang has shown the ability to work with his administrative team and town officials to make sure the students and staff

**End-of-Cycle Summative Evaluation Report: Superintendent  
2017 - 2018 School Year**

**Jay Lang, Ed.D.  
Superintendent of Schools**

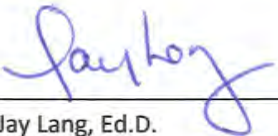
of the Chelmsford Public Schools have the appropriate resources, facilities, and training necessary for quality instruction. Superintendent Lang continues to excel at developing and maintaining a budget that meets the needs of the district while living within the financial constraints present at both the local and state levels. His skills in this area were evidenced by the overwhelming support for the school department budget at town meeting, a clean financial audit for the second consecutive year, and the replenishment of several reserve funds to assist with future needs and expenses. The Superintendent's vision for the continued success of the district is also apparent in the creation of a 3-year strategic plan, resubmission of a new building proposal with the MSBA and the review and revision of school committee/school district policies to assure they are up-to-date and adaptable to future changes in legislations and laws.

Despite some difficult situations that arose during the year, the majority of the committee feels that the Superintendent demonstrated the in-depth knowledge, leadership, professionalism, and composure needed to manage the school district. The Superintendent did a good job serving as the voice of the Chelmsford Public Schools in the media, and during meetings and presentations. Committee members encourage the Superintendent to continue to keep parents, staff, and community members informed about the progress and achievements in our schools as well as any issues that may arise by means of a wide reaching, proactive, and timely communication strategy. In doing so, the Superintendent, working with the School Committee, will be able to foster an even greater feeling of trust and collaboration with all stakeholders within the district.



---

Dennis F. King, II  
Chair, Chelmsford School Committee



---

Jay Lang, Ed.D.  
Superintendent of Schools