

**End-of-Cycle Summative Evaluation Report: Superintendent
2025 - 2026 School Year**

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

Indicators									
Unsatisfactory = 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.	Unsatisfactory	Needs Improvement	Proficient	Exemplary	M. Santos	S. Mackinnon	D. Lebeaux	D. King	J. Moses
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 <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	E	P	P	P
Standard II: Management and Operations				X	E	E	E	E	E
Standard III: Family and Community Engagement				X	P/E	P	P	E	E
Standard IV: Professional Culture			X		P/E	P	P	P	E
Rate Overall Summative Performance			X		P	P	P	E	E

OVERALL ASSESSMENT

The School Committee's evaluation reflects a strongly positive assessment of the Superintendent's performance during the 2025 – 2026 evaluation cycle. Across all four performance standards, committee members consistently recognized effective leadership, sound fiscal stewardship, strategic planning, and a continued commitment to improving educational opportunities for students. The ratings demonstrate broad consensus that performance meets or exceeds the expectations of the role, with Management and Operations receiving unanimous Exemplary ratings from all five evaluators. Overall summative ratings included three Proficient and two Exemplary evaluations.

Committee members highlighted the Superintendent's leadership of the Parker Middle School project, exemplary financial management, expansion of student opportunities through initiatives such as Early College and Dual Enrollment at Chelmsford High School, thoughtful implementation of Artificial Intelligence planning, and strong relationships with town officials and the broader community. Evaluators also acknowledged continuous improvement in communication and stakeholder engagement.

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Areas identified for continued growth centered primarily on improving outcomes for historically underserved student groups, strengthening culturally responsive practices, increasing transparency around student support processes, expanding multilingual communication, and continuing efforts to diversify and support the district workforce.

STANDARD I – INSTRUCTIONAL LEADERSHIP

Superintendent Lang continues to do a good job providing instructional leadership across the district. Standardized testing results indicate that Chelmsford students' show growth from year to year in their knowledge and understanding in all subject areas and across grade levels. Dr. Lang's fourth year implementation of the 2022 – 2027 strategic plan kept academic achievement front and center. The expansion of the Dual Enrollment and Innovation Pathways programs at Chelmsford High School also provided students with engaging and meaningful options for individual student achievement and success. Dr. Lang led several initiatives aimed at increasing academic success and improving instructional practices including a focus on middle school mathematics, incorporating a new writing pedagogy and developing and implementing intervention programs to assist struggling learners. Overall, Chelmsford continues to deliver an excellent education to its students and Dr. Lang's leadership is the key to this achievement. Dr. Lang's leadership of the visioning work tied to the Parker Middle School building project, connected the building design directly to interdisciplinary learning and flexible instruction, showing that he is committed to move learning and teaching forwarding for Chelmsford students. The Early College Designation by the Commonwealth of Massachusetts for Chelmsford High School means that our students can earn free college credits while still in high school and this is a great achievement under Dr. Lang's leadership.

Overall, our district continues to provide high-quality instruction and learning. Areas that require attention include reducing the achievement gaps that persist between our general education student population and students in Special Education, ELL and those from lower economic backgrounds. Some members would like to see a special education program review with a goal to improve inclusive instruction to ensure that practices in all settings reflect high expectations and are personalized to accommodate diverse learning styles and needs. Further, a continued focus is encouraged to ensure curricula, instructional tools and resources sufficiently allow students to consistently meet our own internal targets for growth.

STANDARD II – MANAGEMENT AND OPERATIONS

Superintendent Lang excels and stands out from the rest in management and operations. Members' comments include, "Dr. Lang's management of district operations this year was exceptional and stands as a model for other districts." Another member stated, "we could not ask for better performance from a school leader than Dr. Lang has given us in his management of school finances, facilities and policy development and implementation." Members went on to state that "Dr. Lang's work in this area continues to be a real strength." It is up to the Committee to review and vote for the budget, yet we have confidence in Dr. Lang's recommendations and choices and see them as "prudent, strategic, and ethically grounded." There is no question that this was yet another financially tough year, and it is through Dr. Lang's leadership in this area that we have maintained a level-service budget and momentum

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on district priority areas. Dr. Lang's management of the new Parker Middle School project and the progress that has been made to steer the project through the MSBA pipeline is a great example of his excellence in this area and was mentioned by every committee member. In addition, Dr. Lang's efforts in collective bargaining negotiations have been impressive and all contracts are now finalized, placing the district on steady ground. Some urge proactive efforts in terms of management to ensure a diverse and culturally responsive staff. Dr. Lang provided detailed data reports on demographic and enrollment changes over the past ten years reflecting an increasingly diversifying student population. We urge continued tie back to the budget and operations management.

STANDARD III – FAMILY AND COMMUNITY ENGAGEMENT

Dr. Lang is present within the community. He makes strong efforts to communicate with families, meets issues head on and works to resolve issues for families in our district. In essence, Dr. Lang's desire to make sure all stakeholders in the district are not only kept informed but also given the opportunity to contribute to the conversation has continued to grow. Members pointed to the weekly newsletters that the Superintendent provides with district updates, public forums and digital access for those who could not make it in-person on all matters related to the new Parker Middle School building project. In addition, parents, students and staff were included in the educational component of the MSBA building project. The budget process included public input sessions and a level of financial transparency, including the salary book cross-walked to the budget documents that residents in the Town appreciate and expect. When individual members raise concerns, Dr. Lang is open to meeting and reviewing issues. Some members suggest greater access to linguistically accessible communications and continuing to engage all families and remain aware of and sensitive to different perspectives. Some members would like to see the superintendent work with building administrators to ensure consistent and thorough responses when teachers seek assistance with student behavior issues in classrooms and that policies are clearly communicated and there is consistency in implementation of the policies district wide.

STANDARD IV – PROFESSIONAL CULTURE

Dr. Lang represents the Chelmsford School district well as its executive leader. He is professional, friendly and understanding of others' needs. He is always prepared and ready for school committee meetings, public forums and parent council meetings. He continues to lead well in negotiations with the unions. He works to provide professional development opportunities to staff to address local and national issues. Dr. Lang's leadership on generative AI has set Chelmsford apart from other districts in Massachusetts that other districts may want to model. He built a policy-first approach and held administrator initiatives followed by a School Committee workshop and a district-wide day of AI for the staff. The strategic plan development and implementation is another example of great work in this area. Dr. Lang models "learning" for our community and students through his own learning by engaging in professional development and advocacy through participation in the Merrimack Valley Superintendent's Association and the Massachusetts Association of School Superintendents where he participates in workshops and conventions nationwide. Some members would like to see a focus of providing consistent communication with staff, either directly or through school administrators, with greater transparency in navigating conflicts when

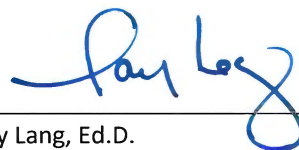
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possible.



Maria L. Santos
Chair, Chelmsford School Committee



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