

## Summary

### LEGEND

- 1 — Unsatisfactory
- 2 — Some expectations met
- 3 — Meeting expectations
- 4 — Exceeds expectations
- 5 — Far exceeds expectations

\* — To preserve anonymity, results are not displayed until there are 2 or more respondents.

### Demonstrating Integrity



### Cultivating a Culture of Excellence



### Driving Academic Excellence and Student Performance



### Leading the Educational Program



### Developing and Leading Staff



### Managing Organizational Compliance and Administration



### Building and Maintaining Family Satisfaction



### Managing Financial Performance



### Actively Promoting the Organization and Ensuring Adequate Resources



### Ensuring Adequate Facilities



## Partnering With the Board



## Engaging the Community



## Overall Leadership and Performance



## What are your most significant accomplishments and/or strengths demonstrated this year?

CEO

*Navigated the pandemic. Low number of positive cases. Excellent communication throughout. Student recruitment and retention numbers are dramatically improved. Charter Amendment approved. Enrollment policy approved. No recommendations from DESE after Tiered Focused Monitoring review. Strong hires (special education teachers, adjustment counselor, Director of Student Services).*

Board Members

*Dealing with Covid and navigating through the government bureaucracy. Restructuring the Admin team with a strong Special Ed leader.*

*Parent/community/Board communication. Partnership with the Board, honest, objective and professional with a sense of humor! Kept the school afloat despite under enrollment and from the get-go, made a good fist of all challenges COVID related. Special Education "issues" have been addressed and improved greatly.*

*The CEO has been working very hard to boost enrollment numbers. He has made very intelligent decisions during the pandemic to keep the whole community safe. He had set high expectations and put in place adequate resources to ensure students are not left behind while remote learning.*

*The most significant accomplishment that Peter has made in this last year was being able to deal with all of the Covid-19 problems and maintain a forward progress with the school program. He structure of the program that other schools in the surrounding area were looking to for guidance on improving their program.*

*Peter's focus on building community engagement has been excellent. Investment appears to be paying off with increases in applications and general awareness from the broader community.*

*managed the Covid crisis with decisiveness built a strong management team to assist him developed relationships with other charter schools and state stakeholders improved communication and enrollment prospects*

*Dr. Cohen has led his team in a productive way in order to pivot to online/hybrid learning in the middle of a Pandemic. Charter did an exceptional job offering a somewhat seamless education to the students whether they were learning online or in school. Dr. Cohen is doing a great job at being thorough in his participation of all of the board committees. He is committed to cleaning up the building and giving it a facelift. In addition, he is making some overall changes to some of the staff roles which hopefully should be a more efficient approach to leading the school in a more productive way.*

*Keeping school up and running during covid! Improved admissions process and strong preliminary enrollment numbers for the fall. Making the most of the current facility (painting, reducing clutter, repurposing spaces, etc).*

*Leading any organization, especially a school, has been challenging over the past unprecedented year. Communication has been great, given the ever-changing environment and requirements of the various agencies.*

*Peter's response to the pandemic and how to adjust and plan for the learning plans to be implemented was a huge success. And by working with and relying on the teachers and staff to help accomplish the plan was shows great leadership skills. Full enrollment next year will speak for itself. Lots of challengers were overcome during SY'2020-2021..*

*Dr. Cohen has helped navigate MCCPS through the COVID-19 pandemic and the challenges that brought to educating students.*

*Peter has done an outstanding job leading the staff and students during the pandemic. High marks and well-deserved credit coming up with strategies to navigate during Covid.*

## Direct Reports

*Very organized and communicates effectively.*

*Dr Peter Cohen and the administration team established an effective transition plan from remote to in-person learning. He also listened to staff concerns regarding safety and returning back to in-person and allowed staff to be flexible in their ability to work from home. Flexibility was a key strength this year.*

*None. I barely see Dr. Cohen and his one-way emails are confusing. The newsletter has A LOT of information all on one page. It is very hard to digest everything and remember what he is saying within the wall of text.*

*I think Dr. Cohen has successfully managed to navigate an extremely difficult year and to deal with major external and internal challenges. He has managed to keep us safe while maintaining the students' well-being and education as a priority.*

*Leading a school in a pandemic while keeping everyone's physical, mental and emotional health in mind. Ongoing consistent, transparent communication with staff, families and the community. Continuing to support the professional development of teachers.*

*Student retention and recruitment during a pandemic, outreach and communication to families and community*

*Dr. Cohen always inform us all necessary information what staff need to know about our school.*

*Handling the pandemic and ensuring that staff, students, and families feel safe and confident with the choices being made. It has felt as though input was appropriately solicited, valued, and used effectively to make important decisions to ensure the health and safety of the school community.*

*The CEO did an excellent job getting the school up and running again during covid 19 pandemic.*

*Again, the last two school years have been challenging enough for anyone and everyone. Peter has been in constant contact making sure that we all are ok, we need anything or what he can do. Most significant is the return of these students back to school in a timely, efficient and safe manner! Peter knew this needed to be done and done swiftly so these students could return to in school learning so there education was on track.*

*Dr. Cohen managed to maintain a calm demeanor throughout a difficult year.*

*Staying focused on the main goals of the school while ensuring the staff feel as safe as possible during the pandemic and remaining.*

*1. Increasing enrollment. 2. Keeping school open during covid 3. Consistent updates*

*Shepherding the school through the pandemic. I'm proud of the fact that we have had students in the building since September.*

*He was able to navigate and lead the organization during unprecedented circumstances and an extremely challenging school year. At the same time, he was attempting to implement and keep up with some of the restructuring goals. So far the enrollment numbers are good for next year, which is likely, in part at least, due to the parents' satisfaction on his handling of the whole Covid situation at school.*

*I feel he did an amazing job during the pandemic with only being here for a short time and then we were no longer in school. He also is showing an increase in enrollment.*

*This was a tough year with tough choices, and overall I think that the effort of trying to get as many students in person as much as possible was a success.*

*Moving forward with an effective phased-in reopening plan.*

*He was an excellent leader in a very difficult time. I think he displayed poise and great leadership skills. There was more put on his workload and he works very hard to accomplish as much as possible while guiding us all.*

*Handling the COVID crisis, keeping the school open.*

*HOS has led the faculty and staff forward during a pandemic to help adjust teaching tools, service delivery and to support us in these efforts responding with additional resources, communication and positive support for faculty, staff, students and parents.*

*During Covid-19, Peter has made sure that the staff and students were kept safe at all times. Along with us being able to bring back our students quickly but safely for every phase of us reopening the school.*

*Peter's management of the school's response to COVID was excellent. As the school shut down, and through phase I he communicated with staff. This school year we were directed to provide synchronous online learning that far exceeded that being provided by other local schools. Flexibility for families in need was given, with in person learning offered as needed.*

*Maintaining opportunities for learning during the pandemic, specifically more flexibility for more students to come in person, not only SPED students.*

*I think parents have been happy about the reopening procedures. There was no way to please everyone and I think Peter's pragmatic nature pushed people to be flexible when it was necessary.*

*Streamlining and improving out-facing communication to parents; Covid related plans have been a huge challenge and Peter has managed them strongly*

*Hiring/managing a very capable Director of Special Education who has made an enormous impact on the department.*

*Dr. Cohen has been decisive and stuck to those decisions unwaveringly, which has indicated that, while I may not always agree with those decisions, I can generally count on him to carry them through to the end. On the flip side, I have also witnessed Dr. Cohen respond to feedback with action, which tells me that his decisiveness is not stubbornness. However, these concessions are generally of low impact and can sometimes feel like pandering, rather than addressing the core issues.*

*Keeping the school open during covid.*

*Managing the stressors and unknowns amidst covid19 global pandemic*

*Communication to the community, board, parents about how we are responding to the pandemic is the best way that we can. Keeping ahead of the curve on making students health and safety our priority while delivering quality instruction although it looks a lot different from our typical model. I think most families are happy with the way Charter has responded and taken an organized approach. Networking with Commissioner of Ed and Board of Health.*

*Peter's most significant accomplishments have been in his efforts to make MCCP a recognizable name through our partnerships with local businesses and brand identity. Peter has also made some shifts in staffing that will help bring us to a more organized and successful school.*

*The numbers are going up.*

*Holding the school together in the face of pandemic teaching.*

*Overseeing, monitoring and managing the many COVID related changes and requirements Monitoring daily student lunches so teachers/staff are able to eat separately from unmasked students*

## What are the top three things you should do next year to move the organization forward?

CEO 

*Focus on developing stronger relationships. Leverage Teaching Force program to improve Tier One instruction. Move forward toward student led conferences and student portfolio development. Develop strong system for feedback and evaluation of teachers and staff.*

Board Members 

*Secure philanthropic funds. Develop positive relationships with staff.*

*Delegate more responsibilities, especially the attendance at some committee meetings, to other members of the leadership team. Work on messaging to staff. Ideas' are sound, the delivery of them needs work. Perhaps hire an HR consultant to help/coach? Be present in the classrooms to really be able to assess the effectiveness of the teachers and the implementation of the newer ideas.*

*1- Address staff retention issues 2-Have deeper conversations with 6th grade parents to address students leave between 6th and 7th grade 3-Have parents/staff/student fill out survey at the end of each year about what is working vs what is not working in the organization.*

*Staff development, facility improvement, marketing and press coverage*

*Ongoing focus on recruitment of students (and retention), building trust and rapport with the staff to execute strategy and fund rising.*

*focus on academic excellence and teacher retention/training/selection improve the mastery of the student body in tangible demonstrable ways Weed out underperformers*

*1. Dr. Cohen should continue to work on staff relationships and overall staff collegiality. Listening to staff and their needs but not making hasty decisions. 2. Continue to increase special education department by hiring a school psychologist. In addition, it will be important to delegate someone in the special ed. department to give counseling services since the guidance counselor is no longer working at the school. 3. It is of utmost importance to allocate some of the funds to giving the school a facelift-inside and out. Additional time and resources should be spent on a thorough plan for updating the building as that will affect how the school runs in the future.*

*Get Teaching Force back up and running. Retain effective teachers and staff members so there isn't a culture of unrest or upheaval. Plan for, fundraise and ideally begin a building renovation that provides a science lab, a black box theater, and cosmetic improvements (at a minimum).*

*1. Return to a "normal" school environment. 2. Reinvigorate the development and communication efforts*

*Continue your efforts with School Spring. Work on open and frank dialogue with the teachers and staff. Misunderstandings and miscommunication should be avoided to as much as an extent as possible. Staff, department, general meetings should be held regularly and main topics covered. Avoid speculation and poorly read situations.*

*Dr. Cohen should (1) focus on building a professional development program that will raise academic achievements, teacher retention, and student retention; (2) focus on fundraising, grant writing, and development to bolster the school's budget; (3) work towards a more collaborative relationship with the faculty.*

*Improve academics and curriculum. Devise methods for measuring and tracking student learning and experience. Development*

## Direct Reports

*\* Be more mindful of staff morale \* Innovate and design strategies, means, and methods to meet financial needs for the school's future needs \* Allow for a wider range of staff, parent, and community stakeholders input re, the above*

*1.) Create an open, transparent and fun work culture 2.) Manage teacher/student expectations and promote the importance of back to the basics and emphasis the importance of pacing as there is no longer grade level standards secondary to the COVID environment the students have been learning in for over a year. 3.) Decrease teacher responsibility with recess duty/lunch duty/coverage when they are out and implement an alumni/parent plan to assist with these duties. Also implement a substitute teacher plan. It's all too much for our overextended teachers at baseline!!!!*



1. Be more open! Make jokes, ask the staff how they are. These are simple things, but they do mean a lot. Dr. Cohen will not greet the staff unless greeted. Small things such as asking how you are or checking in are never done. A little friendliness could go a long way. A lot of the students don't even know what his job is or what he does. 2. Be honest. One way communication is easy, but as he has mentioned it is easy to get misconstrued. 3. Give feedback. If you come into the classroom and have an opinion or want to see someone do better, please say it!

1. Re-establish a sense of trust from faculty, which I believe he strongly deserve 2. Develop, along with the principal of the school, clear discipline and academic expectations to be shared with students and parents 3. Raise funds to improve the school's building and grounds

Re-implement a faculty evaluation tool to include a way for staff to receive feedback and work towards an improvement plan. Continue ongoing consistent, transparent communication with staff, families and the community.

1. Retention of valuable, mission-oriented staff 2. highlighting unique school strengths 3. Foster a productive, positive, trustworthy and supportive environment for all

In my opinion, I can't say anything because it's my first year working at MCCPS .

1. Provide opportunities for comprehensive performance evaluations so staff can know what improvements can be made and work towards solutions proactively 2. Focus on improving staff culture and collaboration 3. Communicate consistent staff expectations and clarify staff job descriptions, roles, and responsibilities

1. Expand the school by adding vocational shop classes 2. Engage in ways that benefit them in the long run 3. Have kids fill out a form to evaluate their academic skills, social and emotional progress

To unite this staff as one. They may not like some of the decisions that are being made but this is being done for the long end game. He needs to keep the staff informed constantly and engaged in what is going on and keep the lines of communication open. I also feel the school needs to be more involved in the community.

Thank and compliment teachers and staff in person and recognize their efforts by speaking directly to the individual. Create a safe environment where teachers can honestly express themselves, feel involved in decisions that directly impact their team, and feel supported by the Administration. Provide useful and effective professional development.

More day to day communication with staff overall with larger interactions within the classrooms. Other than that, nothing comes to mind.

1. Help to raise money for expansion 2. Expand music and art program 3. Retain great teachers and raise salary

Replace folks that are leaving with quality hires, stay focused on the expansion, get us back to a project-based leader in public education.

*Build up relationships with the staff and create opportunities for staff to bond. Unfortunately, due to very challenging circumstances, he spent a lot of time in his office and the staff had little opportunity to get to know him (and each other).*

*I do not know*

*Allow for a hiring committee before hiring staff, allow for staff meetings to have time for staff voice, consider having a substitute system.*

*- more usable building space - adequately staffed grade levels - structuring the day/class time for more targeted support (IEP and non IEP students, as well as students that are ready for higher level work)*

*Retain teachers and staff, show them that they are appreciated. Listen more.*

*He should push for and help make more changes happen to the building. I think the issue of space for students and teachers is urgent. He should find more time to observe in the classroom. He should also implement more school wide academic and behavior policies in order for these areas to improve.*

*1. Institute written evaluations mid year and end of year to provide meaningful feedback to improve teaching practices and administrative operations. 2. Provide time for all faculty/staff meetings more than once a month. Perhaps find a new model for sharing out examples of the work in each grade. 3. Visit the classrooms to see teachers delivering lessons and be connected to the classroom environment on a regular basis. This benefits teachers and students.*

*Peter needs to provide feedback to everyone more than once a year. I feel he needs to go into classrooms, sit, take notes, and give feedback to the teacher once a semester to make improvements and learn from our colleagues and make this a better environment for all of us, along with trying to get all of our pay scales up to where they should be if we worked in a public school.*

*1. More in depth hiring process for some roles like learning specialists. 2. A more open line of communication with faculty, before information goes out to the community. I would like for the faculty to hear about it beforehand.*

*1. Peter needs to repair his relationship with the faculty. 2. Peter needs to review his management strategy. An authoritarian approach alienates staff. 3. Peter needs to offer opportunities for ALL faculty to have input in decision making, particularly in matters that directly impact them.*

*1) Work with the staff to identify what we value as a community. Use the values to make a plan to regrow school culture so that kids really feel that they are a part of something special here at Charter. Kids won't leave a school they feel they are a part of. 2) Work with the principal to create a system for evaluating the curriculum program. 3) Prioritize teachers over creating a large administrative team. Teachers should be paid the most and held in the highest regard here. Without effective teachers, you will not have an effective school.*

*Create a pathway for staff to be involved in conversations about change, concerns, events, etc. Carefully look at staff and their appropriateness for certain roles Continue to set a high bar for all students and expect rigor from our staff in and out of the classroom*

*Focus on : allocating more funds towards Special Education and less towards administration fostering a positive and transparent environment where all teachers are integrating, differentiating, and developing project-based learning projects fundraising and philanthropy*

*Set fewer goals. I agree that there is a lot of room for improvement and change can lead to growth, but drastic and frequent change are causing instability in the faculty. Teacher retention should be a top priority. I know we had a record low number of turnover for teachers this year, but I believe much of that was because of the pandemic, and we will be starting from scratch all over again next year. Evaluating the success of community wide endeavors becomes hard when the thing that impacts the community the most (the faculty and staff) keep leaving and new personalities take their place.*

*Give raises. Evaluate the pay scale to make sure there are motivators to get more degrees, licenses, and stay at charter. Listen to teachers without being defensive and retaliatory. Follow the charter.*

*Uphold transparent communication, provide faculty/staff with appropriate support staff accordingly, uphold patience/flexibility/morale for faculty/staff*

*Build personal relationships with staff to foster loyalty and collaboration Reestablish collaborative model without Teach Force Seek Professional Development to reestablish classroom collaborative instruction as we move beyond the pandemic*

*Facility Upgrades Warehouse usage Strong Teacher recruitment*

*Improve morale. Make each employee feel valued. Work on interpersonal relations.*

*1) Regular two way communication with staff. Not waiting until a parent email to hear it from him. Have regular meetings where staff participate. 2) Learn teacher leadership when it comes to classroom practice. Visit classrooms, not for observations but to know what your teachers are doing. 3) Stop making decisions that directly impact teachers without talking about it first.*

*continue to communicate changes/updates to staff before sharing with public continue supporting teams & building morale and community among staff continue to make connections with community and bring in funds for PD, upgrades to building, salaries, etc.*

## List any key challenges in the year ahead, for yourself and/or for the organization:

CEO 

*Return to full time in-person learning during lingering impacts of pandemic. Improving leadership of the principal. Improving instruction at the school with providing the training and professional development needed to make us strong teachers in a project based learning environment.*

Board Members 

*Retention post Covid. Retention of good staff with new ideas and who want to be part of this organization. \$\$\$*

*Implementing TeachingForce effectively and having the "buy-in" of the teachers to make it work. Change is hard. It's been a hard year all around and this is going to be a process. Development/fundraising/philanthropic contributions are always a challenge. Maintaining and building upon both staff and student retention. Strive for, and demonstrate, excellence to the greater community so that Charter is spoken highly of..continue to re kindle the sparkle and keep it sparkling!*

*Continue to follow strongly CDC covid-19 guidelines and recommendations for a safe Fall 2021 return. Listen more to staff and parents complaints and concerns. Push more on STEM related subjects for our students to be more competitive on the science field.*

*Maintaining the health and safety needs because of the continued presence of the COVID-19 problem.*

*Peter should look to refine and develop his leadership style(s) to foster a stronger speak-up culture amongst staff - where diversity of thought and perspective is freely shared and used to shape school strategy. In particular, I would encourage Peter to engage, partner and gather feedback from his staff in his decision making. Recent personnel decisions and ongoing struggles in piloting Teaching Force could have both been avoided with a more agile and collaborative leadership style. Peter also needs to pay more attention to how he messages and executes staff changes. With recent personnel decisions and those previously, Peter's apparent lack of empathy [to those affected] has had significant impact on the staff's perception of him. Many of Peter's plans are sound - however their successful execution is often derailed by lack of stakeholder engagement with staff and board.*

*staff morale fundraising*

*Since MCCPS is a small school community, it is important that Dr. Cohen maintain a positive school environment/experience as word travels fast in this small town along with moving the school in a positive direction!! Since Dr. Cohen has not yet seen a school year through in a "normal" time, it is important that he doesn't make too many system changes all at once. He needs to maintain a positive staff working environment. Additionally, he needs to focus on the building as it appears there are some big issues that need to be addressed (roof, warehouse, areas up to code...). It will be great to see Peter's leadership skills help support Charter moving in a positive direction.*

*Hitting and maintain an enrollment of 230. Ensuring faculty and staff feel seen, appreciated, and well-supported with opportunities for growth, professional development and recognition for their accomplishments. Strengthening fundraising and marketing apparatus. Taking concrete steps toward renovating the physical plant.*

*Returning to full-time education, under the new normal. Focus on full enrollment, and exceeding student growth requirements. Successful deployment of Teach Force that is compatible with MCCPS.*

*Fundraising will always be a key concern. Everyone should continue to strive for support and assistance, but be realistic as to what can be accomplished given the circumstances. Enrollment should always be considered a key challenge as that is the lifeblood of the school. Without enrolled students, there is no funding. The sensitivity of that can be seen in the last couple of years and how enrollment is always at the top of the discussion points. Enrollment has a direct impact on finances which is also a primary concern. I encourage Peter to remain conservative and choose the least risky path. Doing something with the extra space is important, but think things thru completely. Lastly choose your key team-members carefully and deliberately. They will be representing you and your vision.*

*Dr. Cohen should continue to focus efforts on fundraising and development in order to help maintain the physical school building, fund adequate professional development for teachers, and create a competitive salary schedule in which to recruit and retain highly effective educators.*

*Budget.*

## Direct Reports

*Plant and equipment repair and/or replacement will be significant (and expensive) issues*

*1.) Academic standards and grade level standards have changed secondary to COVID as regression is a real thing. 2.) Work Culture at Charter, as many faculty do not feel supportive or feel safe with the stability of their job 3.) Work Burnout from the past year where teachers have literally worked 3 separate positions with very little compensation*

*1. Cohesive school culture and rules outlined for students (maybe a school constitution & it would go with the beginning of the year theme) 2. Better staffing 3. More feedback & self-monitoring. 4. ACCOUNTABILITY!*

*Same as above*

*Funding for the much needed facilities upgrades.*

*Return to safe, in-person learning. Financial/budget constraints and prioritization*

*It's my first year, so I don't know .*

*So much has changed in education in general due to the pandemic and there may be a high number of staff who leave the profession all together, requiring hiring new staff. Whenever new staff are brought into a fairly well established culture and environment, bringing everyone together can be challenging in the best of times. In a post-pandemic world, it may be even harder. The best way to address these potential challenges would be to proactively focus on improving staff morale and connections to each other and the administration. Established staff want to feel like their history and experience is being acknowledged so perhaps providing an opportunity for some to share how the school has changed and grown may offer a valuable perspective on where it can go from here.*

*Finding new ways to keep staff and families safe*

*Uniting the teaching staff and showing them that they are appreciated, supported and needed. This is my outside opinion. You never can make everyone happy and some do not like changes. But we need to keep showing and telling them that this is for the better of the students and the school. \*\*\*\*Nothing ever goes away until it teaches us what we need to know\*\*\*\**

*Managing a tight budget, facility upgrades, creating and maintaining a positive environment and culture, and providing strong opportunities for useful professional development.*

*Communication and overall moral of staff and admin teams after this frustrating year.*

*What school looks like next year with Covid variants. Managing budget while also supporting all students, staff, and the facility Improving staff morale Continuing to recruit students: enrollment*

*The financial challenge of the expansion, getting back to full enrollment, expanding support of the teaching faculty (additional teaching assistants, common planning time, etc...)*

*Finances and building relationships and communication with the staff, all essential for our school to succeed. Hiring and securing qualified staff who are also team players and community-minded..*

*I do not know*

*Professional development and creating a positive cultured environment where all staff members are kind and supportive of one another.*

*Keeping its teachers and staff.*

*- We lost a lot of social emotional support, which is being picked up by teachers. This issue will probably carry over to the fall. - What is our plan to do our best to make up for a year of diminished learning*

*I think it will be a challenge to regroup after this year and (hopefully) have all students in the building.*

*A key challenge would be the transition from this crazy year of covid and dealing with the challenges that next year will bring. For example some families refusing to send their students in when they want to stay full remote.*

*1. Shifting from pandemic mode to a new normal mode for faculty and students. Identifying opportunities to build a sense of student community and positive peer to peer relationships. 2. Identify the practices that will help students gain better study skills, time management, self management related to discipline.*

*I feel this was a year like no other, and Peter has been at the front leading us to a better place. I can only hope that we keep moving in this direction. Making changes is never easy, but they need to be done to make a school stronger in the long run. Peter seems to be the one that is getting us there.*

*Staff morale is very low. Overcoming this in the coming year will be essential. Continuing to find external sources of funding for repairs to the building is vital. Ensuring that enrollment targets are met and maintained.*

*always fundraising staff satisfaction and retention including a clear salary scale communication with the staff*

*We don't know how the collective trauma of the last year will manifest in our students when they return full time. The gap between students is probably larger than ever, and the social emotional wellbeing of the students is probably at an all time low. People will feel like they are failing, and this will cause conflict between people. Being the leader of a group of people in a state like this yields too many unknowns. Things could become chaotic, and healing will likely take longer than the time it took to do the damage. People will need stability, compassion, and reassurance.*

*Staff attrition, possible student attrition, long term impact of covid on culture and individuals.*

*transition from remote/hybrid/in-person to as close to the 'old normal' (pre-covid19 times) as able - a transition at all levels (Faculty/staff/students/parents & families/admin/etc)....*

*Recreating school culture; especially one grounded in high expectations of kids*

*Reestablishing collaborative decision making model at MCCPS Enrollment Fundraising Reestablishing student skill building after two years of pandemic effects on learning.*

*Growing pains of an old school transforming into a new culture of excellence*

*Morale among staff.*

*Getting back to teaching and moving us forward.*

*Managing staff turnover, while maintaining team teaching approach Supporting teams as they build relationships and plan integrated exhibition projects together*

**How often do you interact with the CEO?**

#	Board Members	Senior Staff
Daily	1	12
Once or twice a week	5	8
Once or twice a month	6	4
Once or twice a quarter	0	3
Hardly ever	0	4

## Details

### Demonstrating Integrity

#### Deal with others in straightforward, honest and ethical manner.



#### Behave in a way that supports the organization's mission, vision and values.



#### Admit mistakes and take timely corrective action.



#### Treat others with dignity and respect.



#### Additional Comments or Examples

CEO 

*Still a strong need to develop a system for feedback and both informal and formal evaluation.*

Board Members 



*Peter strongly believes in the mission of MCCPS and seems very focused on the future of the school.*

*Treats Board, Committee, Community & staff members with dignity & respect. Messaging to the teachers "appears" a little cloudier than that exhibited to other stakeholders.*

*I don't know how Peter is dealing with others as I don't interact with him a lot but with the few occasions I have seen him he would treat his surrounding with respect, show leadership and look very professional.*

*Peter always seems to be ahead of the curve. He has a rare ability to anticipate problems that are on the horizon. He has been able to rally the staff to solve the problems and keep the score moving forward.*

*Peter has had the challenging task to lead the MCCPS school during a pandemic, in a context of raw emotions from staff and parents. Overall, he has shown a very even-keeled temperament.*

*Peter started working at Charter 6 months before a pandemic. Therefore, I am still trying to gauge if he inherited a mess that he is trying to clean up or if he is making more issues by acting hastily by making too many changes too quickly-especially in the year of a pandemic. I think time will tell if he is behaving in a way that supports the Charter's mission. In addition, Peter quickly changed the school spring postings after he heard how upset it made people. Therefore, he made changes in a corrective fashion.*

*I have seen Peter interact with Board members, faculty, parents, students, and school staff. In each interaction Peter has been professional, direct, and clear.*

*Peter communicates well with and to the board on a periodic basis. Also as a member of sub-committees, I can verify that Peter is an active and dedicated member of the school. From my perspective, he demonstrates integrity by remaining true to his word and following through on his stated objectives. He articulated well his intentions to update the administrative and leadership functions and structure from the previous school year(s). From a budgetary perspective, I believe Peter is involved in all of the key decisions involving staffing and overall operations. I would have said I communicate 3 to 4 times a month, but that was not an option.*

*I have concerns about the frequency and circumstances surrounding the departure of several faculty/staff, particularly those who have been with the school for longer than 5 years.*

Direct Reports 

*Fair and not judgemental*

*I don't really know Dr. Cohen that well. I do not think he is straightforward because sometimes he confuses me or doesn't outline policies ahead of time. Dr. Cohen seems to prefer one-way communication. I presume he is too busy for anything more substantial.*

*As a school we preach transparency, however that is not what the faculty experiences.*

*Dr. Cohen is easy to talk to and approachable. He knows how to listen to concerns and diligently takes actions to solve issues that are presented to him.*

*Some more clarity for decision making may help others feel as though their opinions and contributions are being valued and taken into account. It is not always clear what factors are being used to come to certain decisions and that can lead coworkers to question who is in the "inner circle" and advising the administration or if some decisions are being made without any type of consultation.*

*From daily interactions on my end I see that Peter truly wants this school, the students, staff and community to come together and to help one another to build an even better tomorrow for these children and this school.*

*Peter takes time to explain the thinking behind those decisions that impact the entire school. Even if not everybody agrees with the decision they at least understand his thinking.*

*Based on conversations with other stakeholders, it seems that Peter makes decisions on his own and does not consult with involved people. He certainly is the final decision maker but should take input prior to making decisions. This does not always make people feel respected for their roles.*

*I don't think Peter understands or supports the community aspect of Charter. I think his approach to leadership is reflective of practices a large district may employ, and that he can't see how that approach is harmful here. An example is the restructuring of positions and choices made about staffing. The people affected by these decisions, as well as the rest of the staff, were blindsided by the changes and it resulted in the abrupt departure of two well-loved staff members. Peter projected a narrative onto the staff that we weren't upset about the changes and only about those affected by it. I wish he would not project narratives onto the staff. It's very uncomfortable and patronizing, especially when done without first hearing from us. If he had listened first he would have learned that many were equally concerned that the changes were made abruptly and without evaluation. People feel insecure and don't know where they stand with him. I think that Peter does not see how in a school like Charter there are opportunities to present gaps/concerns to the faculty and engage with staff for collective, creative, problem solving. Instead, he is creating positions when the problems could be solved as a community. It also felt that the*

*creation of unnecessary administrative positions keeps the salaries of teachers low. The authoritarian approach, projecting without listening, and resistance to bringing staff together are fracturing our small, tight knit community.*

*I feel that our head of school communicates and is honest with his faculty. It is refreshing that he was very honest in our individual meetings about salaries, performance and asking about our needs.*

*I see that Peter seems genuine when speaking to others. I always receive a hello when he sees me and have a great night at the end of the day.*

*He handles himself very well under stressful situations. I have seen this more than once.*

*HOS is able to respond effectively in situations when there is disagreement between staff, or between staff and leadership. He takes the time to talk through the situation and work to identify why decisions have been made and the corresponding outcome of that decision.*

*It has been a hard year due to Covid-19 with some hard changes added into the mix.*

*Peter has chastised staff members using "all faculty" emails, rather than in private conversations. Decisions are made about staff duties without their input, or without consulting team members. Half truths are told to each of the parties to disguise that decisions have already been made.*

*I think the teachers don't feel as empowered as they would if the mission and vision were being better met.*

*Lies a lot*

*Remains calm where there are conflicts and helps work out positive way to move forward. Accepts responsibility for mistakes in communication*

*The answer to this question is based in his relationships with staff. Because he often makes decisions in a vacuum, he doesn't always see the impact of those choices on staff. The handling of the admin changes is a good example of that.*

*He doesn't interact with students or faculty, in my opinion. I can walk down the hallway and not get a hello. The same happens with the children.*

## Cultivating a Culture of Excellence

**Create and maintain an organizational culture that promotes student achievement and college preparation for all students.**



**Make the organization a place where staff and students are all committed to excellence and believe that hard work is the key to achieving it.**



**Demonstrate commitment to competent communications and conflict resolution.**



**Consistently evaluate and proactively improve people, processes, programs, and services for greater effectiveness, efficiency, and value.**



### Additional Comments or Examples

CEO 

*The COVID-related obstacles to meeting/gathering combined with a delay in implementation for feedback and evaluation have been troubling this year.*

## Board Members

*This year has been difficult in many ways but mainly because of Covid. With so many urgent situations and the constantly changing expectations from DESE, it does not seem as though Peter has had much time as he would want to focus on the culture of excellence and ways of achieving it. I would say though that he has evaluated some processes, programs and services for greater effectiveness and the way things could be organized for maximized efficiency. I see this as something that is ongoing.*

*This is still a work in progress. Great leaps have been made. As Peter points out, there is still work to be done in this area. Teachers know it too. Continuing to build trusting relationships with staff. this takes time and work, from all concerned.*

*The pandemic was a huge obstacle this year.*

*Peter has been instrumental in bringing the Teaching Force curriculum to MCCPS, even paying some of the fees out of his own pocket. Time will tell whether this will prove an effective program, but there is no denying his commitment to making it happen in a challenging budget year. That said, recent staff turnover of some of the most tenured and recognized teachers seems to indicate an issue buying into his vision. Improving the quality of teachers at MCCPS is job #1 for Peter though training, retention or hiring and it remains to be seen how successful Peter will be with this dimension.*

*There have been a few staff members (assistants) who have not acted in an appropriate fashion to some students at Charter. It is unclear if Peter inherited these staff members or if he hired them. In addition, after the guidance counselor left mid year, it is also uncertain how proactively he is committed to clear communication and expectations by his staff. However, he did hire [REDACTED] who seems to be a great asset to the school's special ed department.*

*I indicated "don't know" for the first bullet because as a Board member I don't feel I have a clear understanding of how faculty feel about Peter's leadership, and about the organizational culture he is developing and leading. My high ratings on the other bullets are because Peter has palpable enthusiasm about his work, particularly when it comes to developing a culture of faculty collaboration, rigorous instruction and iterative improvement.*

*Based on my exposure, which is admittedly limited to merely board and sub-committee meetings, I can agree with nearly all of the statements above. Dr. Cohen appears genuinely committed to open and clear communications, promoting a solid organization that puts students' needs first. I can say that I have heard*

*anecdotal stories challenging some of Peter's leadership skills, however if I didn't experience it first hand, I don't believe it is fair to adjust any of my assessments based on second-hand stories.*

*I do not have good visibility in Peter's specific efforts to improve curriculum and academic performance, although his success in managing the school as a new leader during a pandemic certainly supports promoting student achievement and learning.*

## Direct Reports

*I am not sure. I am disappointed that there is no enforcement of community values in the school. For instance, there is no school-wide PBIS that I am aware of. They did have chores before, but I think that positive reinforcement is helpful. I have not seen any "student spotlights" or recognition for deeds well done. Sometimes, it feels like there is no drive for students to behave in line with proper culture because the entire school is not doing the same thing nor do they have the same standards.*

*Effective problem solving is a real weakness as well as faculty support during an extremely difficult global crisis*

*Dr. Cohen has a true vision for the school and has managed, despite the current circumstances due to Covid, to promote student achievement. He has made every effort to offer faculty effective tools to deliver the best possible education to our students during these difficult times.*

*More frequent evaluations can be helpful for staff to know where they stand and how effective their work is. Communications should focus on solutions and making problem solving more collaborative. It is best to avoid making the initial communication seem like it is the final word when there hasn't been much opportunity for discussion.*

*Peter is very focused on success for the student across all aspect of the curriculum. He is focused on constantly improving teaching practice in order to get the students to their highest potential.*

*Peter does look at programs and processes and works to improve them, but again often without input from the appropriate stakeholders. He has not, to my knowledge, paved a clear path to evaluating and working to improve the performance of teachers and staff.*

*I am unaware of any evaluation of teachers or the academic program, but that may be because it's not priority in COVID times.*

*He is always encouraging staff and students to do their best. He is always coming in to the classroom to see what is happening.*

*Morale amongst faculty members is at an all time low. Teachers feel shut out of any decision making processes. This does not feel like an organization striving for excellence, rather, it's struggling for survival.*

*Does not appreciate or understand the existing organizational culture. Makes decisions without understanding how they will trickle down and then makes more rapid messy decisions to fix the mess caused by the first decision, and then repeats this process.*

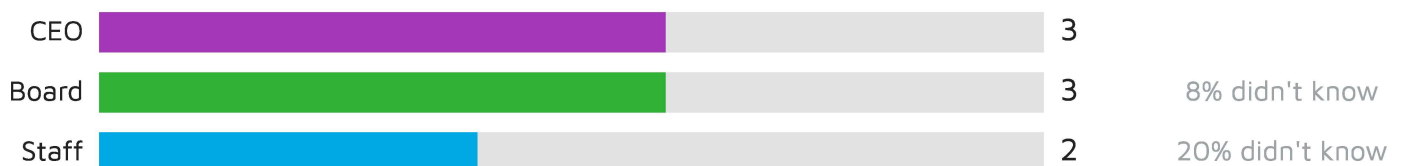
*has navigated covid19 limitations and challenges overall well (amidst so many unknowns) - aiming to keep the community safe*

*Peter asks the questions he already knows the answer too, but doesn't ask the hard questions. Peter rarely leaves his office to visit classrooms for more than a brief moment. I do not think he attended ANY remote classes, to see what it was really like in that setting. When pushed he will address issues. I do think Peter has the right ideas, its just the application, rollout and communication are really poor.*

*This has been a difficult year for maintaining and improving culture both among students and staff. Many have felt isolated and unsupported due to remote learning, teaching, and other factors. Although the idea of Teaching Force has a potential to be beneficial, it has added a level of stress and discomfort for many staff, which has affected the culture negatively.*

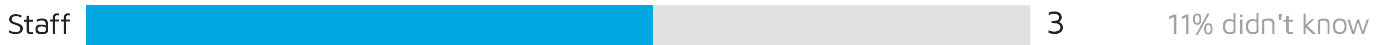
## Driving Academic Excellence and Student Performance

**All students demonstrate levels of mastery, which exceed grade-level standards.**



**The organization creates, maintains and regularly revises systems and processes to drive student achievement.**





**The organization has met or exceeded agreed upon goals set for increasing student performance.**



**The organization is on track to outperform other public schools in our community.**



**Leading the Educational Program**

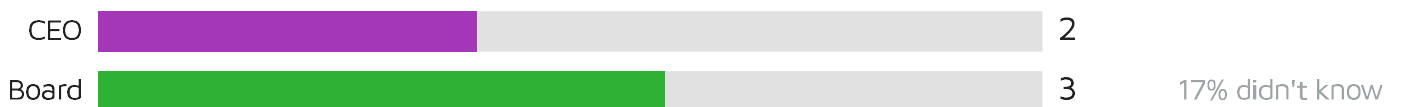
**Demonstrate thorough knowledge of effective curriculum, assessment, and instructional practices to close the achievement gap.**




**Ensure that the organization uses performance data to drive decision-making and curricular decisions.**



**Ensure there is a standards-based curriculum. The curriculum includes scope and sequences for all subjects taught at every existing and expected grade level, and it exceeds national academic standards.**





Staff  3 17% didn't know

### Ensure all teachers regularly use assessment data to plan curriculum, lesson plans, meet individual student needs, and make daily instructional decisions.

CEO  4

Board  3 25% didn't know

Staff  3 11% didn't know

### The organization's structure and staffing ensures that special student populations are making progress equal to those students in its regular education program.

CEO  5 ★

Board  3 25% didn't know

Staff  3 11% didn't know

### Additional Comments or Examples

CEO 

*Special Education made significant gains under new leadership. The school principal and reorganization of that role, has led a to a delayed push to equip teachers with the skills of data analysis to drive instruction. Pandemic has impacted this area.*

Board Members 

*The restructuring of Special Ed has improved communication and effectiveness in that area.*

*Despite lack of funds, I'm completely sure that Special Education support has improved immeasurably. There is still work to be done but we no longer have square pegs stuffed in to round holes.*

*Not much information is presented to the board about the curriculum, the special education program for example*

*I cannot really tell whether Peter has been able to improve the school's curriculum in this difficult year.*

*This is an unusual year to critique the Charter curriculum. Since a committee has been established to work on curriculum and excellence, it appears the school is working on aligning their curriculum to the standards. It is unclear if they are exceeding in this area of competency. Charter was able to present their first exhibition of the year as a wonderful measure of student success. It will be great to see how the next exhibition portrays student excellence. It is exciting to have ██████████ lead the special ed department. It will take time to have a cohesive staff who ensures all students are making equal progress.*

*I indicated "don't know" on the bullet point about special student populations. Peter has share with the Board his evolving staffing plans to provide additional support to students with special needs and/or IEPs, but I don't have a clear understanding of how recent and proposed staffing changes actually impact those students' academic performance. This is something I'll be looking to hear more about in Peter's monthly reports, and that I will make an effort to ask more about in the future.*

*Based on the Head of School Reports provided to and reviewed with the Board on a monthly basis, Peter regularly updates the trustees as to the curriculum progress and data used to assess instructional decisions. While we often discuss budgetary and staffing concerns regarding special needs, I would say that more information is needed to assess the progress being made by that population.*

*I do not have good visibility here.*

## Direct Reports

*Again, have little knowledge or observations of this item to evaluate*

*Dr. Cohen often "pops in" to different rooms, however, he never gives feedback on whether what he is witnessing is positive or negative. I am not sure how he would be collecting data on staff as there seems to be a lack of formal observation or data collection.*

*The staffing model does not always support all students as it is. There is inconsistency in who is supposed to do what when it comes to addressing specific learning needs and student concerns. Certain staff members are frequently put in a position to work outside their role to fill in the gaps and that can cause them to be stretched too thin, which may lead to faster burn out.*

*Perhaps this year is not the best example to use, but we rarely discuss assessment data or curriculum.*

*Peter has spent a lot of time and energy improving systems throughout the school with the goal of maximizing student performance.*

*There are not the proper number of inclusion specialists available for each grade level and supervision of whether those specialists fulfill their obligations is lacking.*

*He is in the classroom, wandering the school seeing what is happening with the learning of the students.*

*I feel this is for the principal of the school and not the head of the school.*

*These competencies seem to be more of what our principle is managing.*

*Many structures for assessment and curriculum were already in place before Peter became Head of School.*

*To say we need more Inclusion and/or Service Providers is an understatement.*

*Special ed is not a priority*

*We have spent a solid chunk of time this year ensuring that there is adequate staffing to support students but illness among staff members has left us short handed often and the responsibility of keeping everything afloat falls inordinately on the Advisory teachers. There has not been adequate focus on the teamwork involved in creating an pedagogically sound Inclusion Environment.*

*Hiring [REDACTED] was an excellent choice. She is great. I am not sure Peter knows what happens in the classrooms, or if he really saw the Exhibition Projects. He didn't want to discuss it in a meaningful way until Jessica brought it up. I think he should delegate this to [REDACTED] more, but then Peter still needs to know what happens.*

*I am not aware of any school-wide discussions regarding using assessment data to plan curriculum. This may be happening in smaller groups that I am not aware of. Special Ed teachers consistently use assessment data to plan lessons and meet individual needs.*

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## Developing and Leading Staff

### Attract and select high performing staff and leadership.



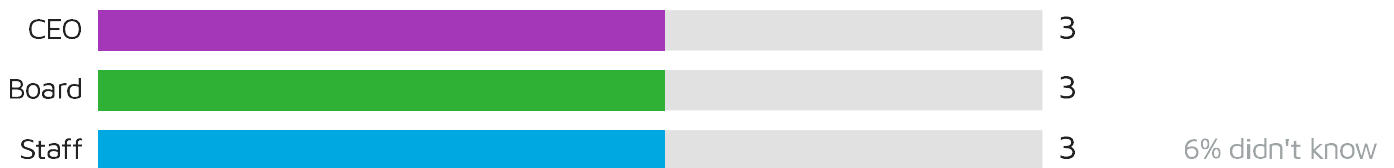
**Create a staff culture and work environment in which highly effective staff members are actively engaged and feel connected to the organization and its mission.**



**Develop, maintain, and regularly review and revise systems and practices that improve staff ability to increase student achievement.**



**Successfully retain top performers. Create an environment where staff is committed to a long tenure and would recommend working at the school to others.**



**Additional Comments or Examples**

CEO

*It is difficult to distinguish between the impact of the pandemic and the impact of leadership/management decisions. Some staff will likely place blame for not feeling great about their teaching on me rather than the pandemic or their own internal struggles to excel in this or any environment.*

Board Members

*Covid has made a huge negative impact in this area. There has not been enough time to objectively see the outcomes of the new role of Principal and the feedback from teacher evaluations and visits. Teach Force does not have the "buy-in" from all staff.*

*Staff retention has been good to date, both last year and this year. Strong hires are key to a strong school. Peter realizes this and is exploring imaginative ways to attract quality staff. Importantly, and with limited means, he has tried valiantly to address years of salary inequities within the school. Time will tell, especially after the dust/fallout of COVID settles.*

*Should work more on finding a common ground with staff for the better good of the students.*

*While it is plausible to believe that personnel turnover has been created by the current environment, some of the strongest and long-term teachers have decided to leave MCCPS. It is too early to say whether MCCPS will be able to replace these departures with quality hirings. Recently, 2 personnel situations were notified to the Board and we need to monitor whether these are isolated incidents or symptoms of a deeper issue.*

*Develops and leads staff is an area of uncertainty since many changes are upon the staff. It is unclear as to why the guidance counselor left in the middle of the year and why she felt so unsupported. In addition, many roles are being changed. Maybe in the middle of a pandemic isn't the best time to make changes but time will tell! In addition, some of the support staff have acted in a questionable manner to some students at Charter. It is unclear if these teachers were hired by Peter or if he inherited them. It will be important to see who the new staff is that comes on board in the next school year and if the staff feels supported in their teaching roles.*

*Since Peter's arrival there have been a handful of instances where outgoing faculty and/or staff have shared their frustration with the Board about the conversations they had with Peter leading up to their departures. As a Board member faculty and staff satisfaction is something I find very hard to assess, so in indicated "neutral" or "don't know" on each of the above bullets. I would welcome the opportunity to hear from faculty and staff about how they experience Peter's leadership, but am not sure what format that exchange might take. Perhaps this is something the Board could discuss in the future?*

*As a board member who no longer has students attending Charter, my exposure is somewhat limited, however I do believe Peter is establishing his leadership team in a way that helps support his vision along with the goals he has established. Peter came on board during a difficult and challenging time, however he rose to the occasion and not only worked with some of the existing staff, but also was able to make some difficult staffing decisions as well. It is challenging to assess some of the criteria as we cannot be as physically involved with the school to gain the exposure and familiarity with the environment. What I have seen / been exposed to leads me to the conclusion that Peter is developing his team in order to support his overall vision for MCCPS.*

*We are in the early innings - I think Peter's done a good job reorganizing what was a broken system (in the middle of a pandemic!) - but it takes time to change a culture. Budget constraints provide serious*

*headwinds in this effort but Peter has been creative trying to counter the lack of budget with other quality-of-life or quality-of-teaching benefits.*

## Direct Reports

*The planned expansion and changes of the current admin staff personnel may be problematic (and expensive) and might need further evaluation.*

*Multiple employees report feeling isolated, silenced, and unhappy. I am unsure if this is a direct result of Dr. Cohen, however, I can only report on what I see. The staff culture borders on toxic due to sudden changes without clear communication or staff input.*

*This last point is somewhat difficult to assess given the short amount of time and the exceptional circumstances under which Dr. Cohen has had to work so far. I believe Dr. Cohen has a keen eye to identify and select high performing staff for the school.*

*The staffing model and communication within the organization may contribute to higher attrition and turn over of staff. Lack of transparent communication and universally understood standards and expectations, and ambiguous job descriptions and roles all contribute to a less than ideal staff culture and environment.*

*This past two school years have been nothing less than crazy for all, but Peter was looking and implementing what he could do to better all of us in every department daily.*

*When an leader instills policies that discourage professionals from asking questions or even possibly expressing disagreement, something is lost in a school culture.*

*Peter's new hires have been excellent. We will see about retention this year, but that is a multi-faceted issue not solely within his control.*

*I feel he is trying his best in these tough times to keep all staff happy.*

*There are several staff members in roles or being assigned new roles that they are not trained in or educated for. Although Peter is making a true effort to bring the salary scale up and equalize pay, there is some unhappiness within the staff about significant pay differences, especially for people less qualified or experienced than others.*

*There needs to be more transparency and faculty input.*

*I know that this has been a unique and challenging year, but some of the decisions with regard to staffing appear to be overhauling the previous staff structure, which I don't believe was the route of the problem. So, while these new positions seem to be in line with Dr. Cohen's familiarity or preference, these changes have resulted in insecurity and unease in many of the employees, causing them to look for employment elsewhere so that they can get ahead of possibly losing their job in the future. Further, I worry that, should Dr. Cohen move on to another place of employment, the faculty and staff will be left with an unrefined system that will then be overhauled again by his replacement, elongating the period of insecurity.*

*Creates an environment that is toxic and is actively hostile to staff. Every grade level and department will be impacted by the number of staff leaving.*

*There is a lack of personal connection between staff and leadership. To retain excellent staff there needs to be an investment in getting to know staff who then remain loyal to the vision of leadership and the mission. While this is an exceptionally difficult year to hold team building activities and the workload for everyone is greater than ever we need to be finding small ways to build rapport with new and old staff and include more voices in the Community at MCCPS*

*Morale is low among staff.*

*This is a tough one. In some cases Peter seems to know who the strong teachers are; but in other cases he doesn't appear to know "people". The switch to more admin is a good example. [REDACTED] is a fabulous principal. He connects with teachers, follows up and does well with parents. I worry that Peter created the principal role to further distance himself from teachers. At faculty meeting someone called it "non-student facing" positions. If full time teachers are being told that they aren't getting more than a 1% raise, the how are new roles justified? We need two administration assistants-[REDACTED]? Is he just looking to justify [REDACTED] role this year? No enrichments for an enrichment coordinator? What's [REDACTED] role? Has money come in? We need to invest in the quality of the teachers in the classroom. Peter's lack of good communication with staff has caused several people to leave this year. Board needs to do exit interviews!*

*This has been a difficult year for many staff in regards to staff culture and work environment. Many staff have felt isolated and unsupported in various situations. Some of the decisions made when reviewing and revising systems and practices are affecting staff morale negatively.*

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## Managing Organizational Compliance and Administration

**Ensure that the organization meets and is in compliance with all local, state and federal laws and mandates.**



**Oversee development and proper functioning of an enrollment and admission process.**



**Provide for the overall safety and well being of students and staff.**



**Ensure organization is administered well with efficient investment of staff time and other resources.**



**Additional Comments or Examples**

CEO

*Yes and this priority has led to two years of reorganization in order to move forward efficiently.*

Board Members

*There has been valuable time that was lost to other PD that cold have been used in Department Meetings.*



*This years Enrollment push has been a great success. new ways of attracting applications were explored. money was spent, but it's sometimes necessary to speculate to accumulate:) All #'s point to full enrollment and that, in the time of COVID, is a great achievement.*

*Peter is well organized and has put together an administrative team that are working well together for the improvement of the school.*

*He has make it priority not only to be compliant with the laws and regulations but also to remind everyone who might go beyond those laws and regulations.*

*Peter excels in this dimension. He's led a better response to the crisis than the town's public school system, and been able to markedly increase applications. his management of our state and community stakeholders has been strong.*

*Peter is working hard to develop a plan to insure higher enrollment which will greatly benefit the Charter community.*

*I have been so impressed with Peter's handling of the rapid and unexpected transition to remote and hybrid learning, necessitated by the covid pandemic. From clear communications out to families, creative space planning and proactive cleaning/reorganizing to get kids back into the building, and the timely replacement of HVAC equipment, among myriad other adjustments, Peter has led the faculty and staff through the past year really effectively. Peter and his team have also done a terrific job with the admissions process this year. While the school's strong response to covid may have spurred community interest in MCCPS, Peter's other efforts to increase enrollment (supporting ██████ expanded development role, increased marketing efforts and social media presence, creative community collaborations with local restaurants, etc) have all clearly contributed as well.*

*I believe that based on some of the practices and approaches developed by Dr. Cohen and his team, enrollment has improved and the school will hopefully be fully enrolled for SY' 2021 - 2022. This is a major success and he should be commended for his efforts in this area. Additionally, for the area of compliance, Peter appears to have a solid grasp of the rules and regulations.*

*Peter has been very engaged in the recruitment process which helps drive the MCCPS annual budget.*

## Direct Reports

*I don't know if he oversees proper safety or development, but it doesn't seem so. The lack of staff and high amount of children at times seems unsafe.*

*The numbers demonstrate that Dr. Cohen has led an effective strategy to increase enrollments and admissions. Student retention has been an issue for years and enrollments for next year seem to have drastically increased. Dr. Cohen has also taken effective and sensible steps to ensure the safety of students, families, teachers and staff during the pandemic.*

*Safety guidelines have been followed and maintained well. There seems to be strong collaboration to follow new and complicated protocols and an obvious respect for the science versus the politics of the global pandemic.*

*Peter has prioritized safety and compliance, bolstered the admissions efforts, led the effort for the charter amendment and encouraged a new perspective on keeping the facility orderly.*

*I think that we gained momentum with more regular staff improvement and peer evaluations - through Teaching Force. However, I think there was too much emphasis put on planning and organizing Exhibition when more time should be spent on other PD opportunities and also effective planning and time devoted to the day to day lesson plans.*

*Some things I do not see but during the pandemic he did an excellent job with staff and students safety,*

*As soon as a problem comes at him, he finds a solution that works for everyone involved.*

*HOS has given attention to systems that need to be improved, gathers information and works with staff to improve the system with their input.*

*Peter has worked very hard to put strong Covid guidelines in place but there are concerns about distancing in the classrooms and during full staff meetings.*

*Covid decisions were not in the best interest of the staff or student health, but rather to maximize student in school attendance.*

*Inconsistent policy implementation during covid. How many kids got sick? How many staff? no sign of contact tracing. Mixed and contradictory messaging on staying home if sick or if at risk medically.*

*Some staff members stretched very thin.*

*This is something that has improved significantly over the last two years, especially with the addition of*



## Building and Maintaining Family Satisfaction

**Ensure organization has frequent, meaningful, and well-attended ways for families to be involved in their child's learning and the school community.**



**Provide indication of a high level of parent satisfaction with the organization as evidenced by quantitative data and low student attrition rates.**



**Listen and respond respectfully to the range of concerns expressed by parents and family members.**



## Additional Comments or Examples

CEO

*Retention numbers look good. Connections have been challenged by the pandemic, but communication from school to home has been strong from this office.*

Board Members

*Due to Covid, many opportunities have been lost but there have been several parents who have made strong commitments to the school over the last year and have welcomed the new HOS.*

*School-Parent communication has been fantastic. A real strength that has undoubtedly contributed to student retention and applications. This has not gone unnoticed in the greater community. MCCPS is "out there" again.*

*Peter conducts zoom meetings and welcomes parent participation in the program.*

*He is very communicative and make sure parents are updated weekly on what is happening at MCCPS*

*Not having a kid at the school any more, I don't really have a view on this dimension.*

*During the past year, Peter has communicated effectively with the community on the ever-changing landscape given the Covid-19 pandemic. Peter has not been too responsive at times when members of the community offer alternatives to the plans Peter has put forward. Namely, some recent staffing adjustments for example.*

*Peter does a good job at delegated people in the community to help and support Charter. The PTO is a strong organization at charter and who have done a terrific job of fundraising during this challenging school year. Peter is very timely in getting back to parents with answering their questions and concerns.*

*I've been impressed by how well Peter takes critical feedback in a public setting, for example during Board meetings: he listens respectfully and responds calmly and thoroughly. I indicated "neutral" on the bullet about parent satisfaction because I don't have a clear understanding of if/how Peter uses quantitative data to evaluate parent satisfaction. I'd like to learn more about this.*

*I appreciate Peter's approach and demeanor with all of the parents and family members based on what I have witnessed since he became HOS. He is even tempered, listens attentively and responds in a measured manner. Overall I believe Peter has done a terrific job of respectfully listening and responding to concerns as they are presented.*

*Peter's door is always open and he actively seeks out feedback from parents regarding curriculum, student life, etc..*

## Direct Reports

*Provides good optics and impression for the parent, student, and public communities.*

*Dr. Cohen cares about the parent's opinions. Sometimes, an entire school-wide policy will be applied due to an upset parent and emergency meetings will be made. This is regardless of how large or small the issue is -- all issues are treated as large. Sometimes, however, these newly instated policies as a result of parent complaints fail to be sustained or truly made actionable/are unrealistic.*

*Dr. Cohen has consistently and effectively communicated to parents and families, improving the reputation and attractiveness of the school throughout the community. It is my understanding that parents (and my observation that students) have been openly expressing their satisfaction and appreciation of the way remote and hybrid learning have been handled by the administration and faculty this year.*

*Families seem to be very happy with the quality and frequency of communication. Many families have recommended MCCPS to friends and the school has shown strong connection with the community recently.*

*Peter's weekly and/or regular communication to charter families has helped a lot during the pandemic, but I have no real sense as to how the families feel about it.*

*I do not know*

*Throughout these first two years HOS has focused on parent engagement as an essential practice. The work done to engage parents has been a huge improvement. HOS contacts parents directly, works with faculty to identify the issues and develop solutions. This has been very impactful.*

*More than once, a parent has had a problem, and Peter is the first one to help figure out a plan on how to make this better for all involved. With respect and thoughtfulness.*

*There are times when Peter is so concerned with transparency and sharing information with parents that he bypasses teachers and tells parents things before he informs staff. Parents are happy; teachers feel disenfranchised at times.*

*I don't really know much about his involvement of this, or what the parent level of satisfaction is.*

*Listens enough they feel heard but doesn't actually address the concerns. For example parents complain about a teacher and the teacher never knows about it.*

*I am sure there have been a million phone calls and emails from nervous parents this year. Leadership has done an excellent job of fielding those concerns while insulating staff from the details of each and every*

*query or suggestion so that we are able to concentrate on delivering quality content to our students.*

*He seems genuinely concerned about the client, the student, and keeping numbers up.*

*1) Did Peter attend any of the 'live/virtual' grade level Exhibitions? 2) Peter talks to parents a lot, especially when those parents want to go to him first. I would like to see him appear to support teachers more. He rarely mentions how great teachers are to parents, except to highlight one or two.*

## Managing Financial Performance

**Understand and provide leadership in the areas of financial planning, budgeting, accounting, and management of the organization's financial resources.**



**Determine the current and future financial resources needed to realize the organization's mission.**



**Ensure that clear and accurate accounting, payroll, cash management, and insurance systems are maintained.**



**Oversee the development, maintenance, and regular revision of systems for capturing, managing, and analyzing financial data to improve performance.**



Staff

2

49% didn't know

## Additional Comments or Examples

CEO 

██████████!!! He has been amazing.

Board Members 

*This year had many unforeseen financial obstacles that were handled effectively and with prudence.*

*Despite low enrollment, Peter, ██████████ and Fin-Com have performed admirably and done exceedingly well in attaining grants of all kinds. Great work and long may it continue!*

*Works closely with the finance committee.*

*In partnership with ██████████, ██████████ and the finance community, Peter has been managing the organization's finance very well so far.*

*With ██████████ and Peter Cohen, I feel the school's financial situation is in safe hands.*

*Overall, the financial condition of the school remains consistent.*

*Peter is leading Charter at a pivotal time in charter's history-restructuring some of the systems at work. Hopefully he will be allocating the funds and resources in a fiscally responsible way.*

*I indicated "neutral" on two of the above bullets because I have the sense ██████████ is very involved in the accounting and financial data management of the school. I believe Peter has worked collaboratively and effectively with ██████████ and also with ██████████ to manage the school's budget, and to account for the school's many needs and priorities.*

*Peter has strong working relationships with ██████████, ██████████ as well as the Finance Committee. He remains knowledgeable of the inter-workings of the budget along with accounting, payroll and administration of the insurance. While the school's mission and vision require significant development*

*efforts, it remains to be seen if raising enough money to reach some of those goals is possible in this community.*

*Peter is hands on at finance aspects of running the school.*

## Direct Reports

*All I know is that he was not the most honest about wages for next year. He is adding staff, but people report losing money without a clear reason. I wonder why we are lacking resources at times (limited desks for staff, limited equipment for staff, limited staff in general). I don't know if a marketing director would be a good investment if we are lacking a lot of resources.*

*While I cannot speak to much regarding the financial performance, it does seem as though allocation of staffing resources still exists as an area where growth is needed.*

*Needless to say the first two years for Peter have been financially challenging - first cutting \$400K from the budget, then the pandemic. During this time he has tried to focus on maintaining (or even expanding) direct services to students. He has tried to fix long-standing gaps in faculty compensation while also trying to move the school into a position where we can begin to think about expanding the physical plant.*

*I just don't know about the financial performance.... There just seems to be a lot of spending to expand the administration while help/staffing is sorely needed in the classroom.*

*I have nothing to do with this*

*School financial details are not really shared.*

*I have felt like I was more of a part of the conversation around the school's budget and finances this year than in previous years, which I appreciate.*

*No real raises for staff again. But plenty of money for his own secretary. Not a good look.*

*Peter has done a tremendous job organizing salaries and providing structure within increases.*



## Actively Promoting the Organization and Ensuring Adequate Resources

### Partner With the board to develop effective public relations, marketing, and fundraising plans.



### Coordinate efforts of the Board and its Development Committee to implement a board-approved fundraising plan.



### Create partnerships with community organizations and businesses.



### Pursue and secure philanthropic support that directly supports the mission and vision of the organization.



### Additional Comments or Examples

CEO 

*A work in progress with this being a year to build systems and a foundation to be able to solicit major donors and sponsorships moving forward.*

Board Members 

*The social media campaign has been successful as well as the morning meetings. I am aware of grants that teachers have acquired with the help of Development. I am not aware of "Philanthropic secured support" but hope that is in the works somehow.*

*Fund-raising has been our achilles heel for 26 years. This is a hard nut to crack. Peter has done very well in developing relationships with various organizations. However, cracking the funding nut is an ongoing endeavor and of paramount importance if Charter is to not just survive but actually thrive. Past Development Director's have come and gone with little or no success....*

*Through his weekly emails to the community, Peter coordinated tremendous effort to remind the community about their involvement in the organization. The take out Tuesday program not only brings money to the organization but creates strong partnership with local businesses.*

*This year, efforts to pursue grants have produced stellar results. However fundraising is behind budget despite the recruitment of a dedicated individual.*

*This is an area that has suffered prior to the hiring of Peter and has been impacted by the Covid-19 pandemic. This is an area of focus for growth over the next few years.*

*Peter has established committees to reach out to community resources to support the school in different ways. Fundraising efforts, reaching out to alumni and grandparents, and PTO take out events are a few of the approaches that Peter has established to actively promote and support Charter.*

*I indicated "neutral" on two of the bullets above simply because these are areas that I think have lagged a bit as Peter has focused his attention on responding to covid this past year. Peter and ██████ have begun to lay the groundwork for strong future fundraising, but this still feels like an area under development.*

*From my perspective Peter works diligently with regards to development and fundraising plans. This has always been an area where significant challenges are faced. A certain level of parent participation along with some limited support from businesses and private individuals is anticipated, however the additional support needed is a tremendous hurdle. I encourage Peter to continue his efforts and strive for constant improvement.*

#### Direct Reports

*I do not know what he supports.*

*The community involvement has been excellent this year and it shows in the very favorable reputation and "buzz" that MCCPS enjoys as an organization. This is a very marked improvement over previous years.*

*I do not know*

*Take-out Tuesdays have been a success but much more needs to be done to sustain the school.*

*I think partnering with restaurants the way we have been is great.*

*This is a tough year for this. He should provide a report to the staff on ██████ progress. ██████*

## Ensuring Adequate Facilities

### Oversee necessary facilities planning and make recommendations to the Board.

CEO	5 ★	
Board	4	
Staff	3	23% didn't know

### Assure the proper maintenance of the organization's facility and adherence to all local, state, and federal codes.

CEO	5 ★	
Board	4	
Staff	4	6% didn't know

### Ensure the physical environment reflects the organization's mission and values as well as enhances learning.

CEO	4	
Board	4	
Staff	4	3% didn't know

## The organization's physical environment (buildings and grounds) is well-cared for, sanitary, and promotes health and safety.



### Additional Comments or Examples

CEO

*We need to address deferred maintenance issues ASAP. Facilities task force work has been rewarding.*

Board Members

*Many upgrades have been made and a beautification process is underway.*

*The building is as good as it can be. Period. Years of deferred maintenance caused, for the most part, by lack of funds has left us hamstrung. The Facilities Task Force is a huge step in the right direction. Funding is another matter.*

*Peter is tirelessly working to change the school building. The creation of a Facility task force committee is a good example.*

*Peter is taking the lead and making sure the buildings and grounds are safe especially during this COVID-19 pandemic. At the onset of this most difficult year Peter was ahead of the curve and getting the school facility upgraded in order to keep students and staff protected.*

*MCCPS did the best it could with the budget at its disposal this school year. Peter has been able to bring new momentum/urgency to the real estate task force.*

*Peter is working with the Facilities Task Force, to formulate a plan to present to the Board for the overall improvement of the facilities. Currently, the facilities are safe but are tired, and in need of an upgrade.*

*Peter inherited a building in need of a serious facelift-inside and out. It seems as if he is making proper headway to clean up the building, the warehouse, put a plan in place for an outside facelift, and work with*

*the facilities committee for appropriate upgrades of the entire building. In addition, Peter is restructuring who maintains the building so that the building will be better cared for in the future.*

*Peter inherited a school facility with substantial deferred maintenance issues, as well as some outdated aesthetics and a whole lot of STUFF stored in every nook and cranny. He has been proactive about eliminating the stuff -- see the nearly empty warehouse! -- and about establishing and working with a Facilities Task Force that is developing renovation and cosmetic improvement options to share with the Board.*

*The facilities are fine. I believe Peter help maintain the school's standing and seeks the right support and staff to ensure full compliance. We all want to see some improvements with the facilities, however I fully support Peter's efforts and performance with regards to the overall building and structure.*

## Direct Reports

*Is well aware of the issues that need attention and resolution.*

*There are leaks that go unnoticed and the school is not the cleanest during the pandemic, either. There really are no private spaces for kids who need it and no way to "sign up" for open locations. Sometimes, you need to have conversations right in the open because there's nowhere else to go. This is not right for private matters or meetings, it seems like a HIPAA violation. I am sometimes late for meetings due to there being nowhere to go.*

*I understand Dr. Cohen is working with a very limited budget to maintain a building that is in poor conditions and in urgent need of repairs that are extremely costly. I do believe that some easy and affordable improvements could have been done, such as beautifying the school's grounds (junk yard behind school), fresh coat of paint in backlot, more efficient cleaning crew. I think he is taking steps to make these small improvements in the near future. I also want to acknowledge the major efforts and investments put into adapting our building to the covid situation, which has been, rightfully so, Dr. Cohen's priority this year.*

*Health and safety has clearly been a primary focus this year and those goals have been exceeded.*

*Peter has spent a lot of energy convincing the staff to keep their spaces clean and organized. He has helped the facilities crew with purging items from the warehouse and managed the many phases of reopening the school. I have no idea what decisions are made at the Board level (vs keeping them informed).*

*I do not know*

*The school's basic cleaning needs to be met better. The school feels and looks very dirty still. Time should be designated at the end of the day for students to leave the classroom tidy, sanitized and neat. Before and during the pandemic, dismissal time has been chaotic and rushed. Instead, it could be a time for students to take responsibility and care for their school.*

*HOS has kept us updated on establishing the new facilities committee to address the buildings and grounds for improvement.*

*Our mission includes project-based learning and hands-on opportunities. Peter's obsession with "clutter" denies teachers the ability to keep supplies and equipment around. This is not a Covid related issue but more universal.*

*As budget allows*

*New HVAC was good. The roof is falling in and the warehouse is unsafe.*

*All books were removed from classrooms to make space for more student tables and for distancing purposes. Although additional space is necessary in some rooms, the lack of books and materials in classrooms makes it difficult to enhance learning in that area. Office space and space for small group learning is extremely limited and a recent reassignment of spaces left one teacher working at the end of the hallway.*

## Partnering With the Board

**Act as liaison to ensure an effective flow of critical information between the board and the organization's senior staff, teachers and students.**



**Help to facilitate the board's governance, composition and committee structure. Implements board policies, and recommends policies for board consideration.**



**Develop and implement strategic and operational plans to achieve the organization's mission and vision; allocates resources accordingly.**



**With input from the Board, ensure the development and ongoing refinement of a long-term strategy; establish objectives and plans that meet the needs of students, staff, and all constituents; ensure consistent and timely progress toward strategic objectives.**



### Additional Comments or Examples

CEO

*Positive relationships with each Board member.*

Board Members

*Peter has made great partnerships with the board and communicates effectively with those members.*

*Peter is great at communicating with the Board. He has a very good relationship with us all. We have meaningful dialogue and there is way more "us" in our discussions than in years gone by. This is a real strength and Peter has contributed greatly to this.*

*Peter's partnership with the board of trustees has been very good so far. He also listens to the issues risen by the trustees and tries at his best knowledge to give the best answers. He most of the time is very explicit about the decisions he is presenting to the board.*

*Peter has been effective in developing plans, policies, and procedures for the school, and for Board approval when required. This issue is in the effective communication of the messaging of these plans, receiving feedback on the plans, and synthesizing a solution.*

*Peter is well prepared at each Board meeting. He is thorough and direct in his presentations. He seems to keep an open dialogue between himself and committee members.*

*I indicated "neutral" on the bullet about providing critical information from senior staff and teachers to the Board. As indicated in my comments above, I don't feel I have a clear handle on faculty and staff sentiment about any number of topics -- Peter's leadership, the Board's leadership, the school's academic direction and how much or how little support faculty feel they have to work with students with special needs, among others.*

*As mentioned previously, I have attended several sub-committee meetings and have been presented with reports from the various task forces and sub-committees regarding the above topics. I urge Peter to continue what he is doing and look to encourage more participation from involved and interested parents to help direct everyone's efforts.*

*Peter is highly engaged with the board and its subcommittees.*

## Direct Reports

*Again, more attention is needed to appropriately allocate staffing resources.*

*Peter has overseen the development of the new strategic plan, appears to work closely with the board chair on a range of issues and attends most subcommittee meetings. He was instrumental in both the charter amendment and the resulting dismissal of the renewal condition. With his encouragement, the two faculty members on the board communicate regularly with the entire staff.*

*I do not know*

*We get updates from the Head of School and the faculty members of the board regularly.*

*Does a lot of PR type liaison work but when brought to the teachers there is definitely a top-down presentation rather than the more collaborative sense we used to have. Teachers are sometimes blind sided by decisions made from the top that we have to implement that have significantly changed our school culture, for instance, the decision to call ourselves an Arts school rather than PBL school.*



## Engaging the Community

**Serve as chief spokesperson for the organization, in coordination with the Board Chair.**



**Listen and respond respectfully to the range of concerns expressed by various constituents.**



**Develop and maintain effective external relationships that support the organization's performance and fundraising success.**



**Maintain communication with local and state officials.**



**Build strong relationships with relevant community organizations.**



## Additional Comments or Examples

CEO 

*This has been an area of strength.*

Board Members 

*Peter has shown excellent leadership in dealing with local and state officials this year.*

*Peter's outreach to the greater community and all constituents has been admirable.*

*Peter has been responsive to all the concerns I have addressed so far since he joined the organization. However, there are very important issues risen in the organization that need to be investigated and addressed.*

*Peter is continually reaching out to the community for support and to promote school activities and it's image.*

*His management of state and community stakeholders has been one of Peter's strengths this year.*

*Peter is present and attentive at each Board meeting. He respectfully answers any concerns that may arise. I would like more information as to who he has a strong relationship with in other community organizations.*

*Peter has begun to build key relationships within the local business community and with other charter school administrators in the Commonwealth. I indicated "neutral" on the bullet about developing fundraising relationships since I think that is still an area for growth. I also indicated "neutral" on the communication with various constituents bullet; as indicated in previous comments, I have been impressed with Peter's ability to respond calmly to criticism, but I also remain unclear about how well Peter manages interpersonal communication with his faculty and staff. This feels like an area that might warrant additional effort/support.*

*At times, the messaging provided by Dr. Cohen is not the message received by the respective audience. Dr. Cohen is effective ith communicating with parents and the community at large.*

*It is my opinion that Peter serves well as a spokesperson for MCCPS. And that he is a great listener and responds well to all types of feedback. He works well with the other school system as well as the PTO and others in our community. As is the case with those before him, Peter is challenged with the development / fundraising aspect of the school. Please do not be discouraged by the difficulty faced and challenges ahead. There will at some point be light at the end of the tunnel. Keep working to reach your (reasonable) goals. I need to see more successes before I can agree with "Develops and maintains effective external relationships that support the organization's performance and fundraising success"*

*Fundraising has been a challenge (historically) for MCCPS.*

## Direct Reports

*Community engagement is definitely a strong point.*

*I do not know*

*I feel very informed about what information the head of school gets from state and local officials. We were very informed about updates and changes being made in regards to COVID guidelines and regulations as we went through the 3 phases.*

*Peter is a respectful person in general but not including staff in certain conversations gives the impression that he does not listen to that group*

*Builds relationships with other school leaders and stays on top of educational research. Good at giving speeches. Strong writer.*

*He often tells us he has calls with state leaders.*

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## Overall Leadership and Performance

**Lead the organization in fulfilling its mission and goals in accordance with the policies established by the Board of Trustees.**

CEO   4

Board   4

Staff  4 9% didn't know

**Take responsibility for the success or failure of the organization. Provide vision and leadership by example.**

CEO  5 ★  
 Board  4  
 Staff  4 3% didn't know

**Develop and implement strategic and operational plans to achieve the organization's mission and vision; oversee the operation of the organization, develop staff, allocate resources and ensure proper controls.**

CEO  5 ★  
 Board  4  
 Staff  4 3% didn't know

**Oversee well-being of the entire organization by fostering positive and productive relationships across the organization and community.**

CEO  4  
 Board  4  
 Staff  3

### Additional Comments or Examples

CEO 

*Relationships and trust building are works in progress. We are moving forward due in part to the leadership this year.*

Board Members 

*I am excited to see the future of MCCPS and hope Peter's strategies and plans continue to share the vision and mission of the school.*

*Peters' overall leadership and performance has been great. However, and as he readily acknowledges, he does need to continue to work on building trust with his teachers.*

*The CEO looks very enthusiastic about his job and in my point of view shows leadership. However, I am not sure about how well he deals with his staff.*

*Peter has an outstanding relationship with the board and comes to meetings well prepared with data and is able to answer any other questions board members might have.*

*It appears as if Peter is a positive leader and is committed to the success of Charter. He has raised the enrollment for this coming school year and retained most of the students in the older grades. However, there are some questions about staff feeling supported and respected and it would be helpful to have more clarity on individual relationships with his staff and the overall camaraderie of the Charter Staff Community.*

*Overall I am confident in Peter's leadership of MCCPS. His monthly reports, as well as my interactions with him during committee work and in-person show him to be action-oriented, creative and responsive, as well as genuinely enthusiastic about the school's culture of teaching and learning. I indicated "neutral" on the bullet about fostering positive and productive relationships because of the questions / concerns I have noted above about his interpersonal communication with faculty and staff.*

*Again, I believe Peter communicates well with the board and he also appears to take responsibility for all that happens at Charter. I need to see more evidence before I can agree with implementation of operational plans. So far, so good, but let's see some more successes.*

*Peter is a forward thinker.*

## Direct Reports

*Dr. Cohen can shift the blame. For instance, if you do not have a good relationship with him it is because "some people don't reach out". I think relationship building is something the leader should take initiative on. Another thing is claiming people do not get along with him due to emails being unclear. He never really even emails us unless it's the newsletter.*

*Dr. Cohen it's very professional.*

*While the relationships between the organization and the community are positive and productive, more work is needed to improve the internal relationships within the school.*

*Very professional and outgoing person. He supports and engages well with all staff members.*

*Dr. Cohen generally does not seek to develop or maintain relationships with members of the faculty. Perhaps he is better with Community Partnerships and with members of the Board.*

*Peter is not only the Head of School, but the Superintendent and CEO as well. His consistent leadership, openness to opposing or differing views and establishment/refinement of internal systems has the school back on the right track.*

*I do not know*

*Lack of transparency, does not foster positive relationships within the organization, does not provide an effective flow of information throughout the organization.*

*I feel that our head of school is always trying to better the school and the organization as a whole. He is honest about his goals and intentions. He is quick to admit errors and quick to take feedback from his staff and act on it.*

*HOS has moved us in a positive direction through the efforts listed above and engages faculty to work towards these goals.*

*Peter has seen some problems this year and has started to move us in the right direction that we need to go as a school.*

*I think it's difficult to gauge many of these things because of COVID which has taken precedence over the academic program and tenants of the Charter. Peter has shared that he thinks COVID is the reason for the disconnect between leadership and staff, but I think it's because he gives the impression that what teachers say won't matter. So people don't bother. More than once it's been apparent that his mind was made up about something before asking the staff for input, therefore the ask was just performative. One example is when we were given a survey about closing after Thanksgiving but not winter break. It feels that he only gave the survey regarding Thanksgiving because he wanted it remote too and knew our opinions would align. If he knew the staff's opinions would differ from his then he did not ask. It could be his own anxieties, but Peter seems annoyed by teachers or at least uninterested in their views. He comes across as mostly concerned with the public's perception of the school and he sees teachers as obstacles to*

*creating the public perception he is trying to create. It's more likely that he's just hyper focusing on his own initiatives, but he's making decisions about the school in isolation and the approach isn't aligned with the tenants of the Charter or the Charter bylaws which define Charter schools as a place where teachers play a role in decision making. Peter told the staff that he does not want to have staff meetings because the entire time is taken up by just a few people. If you attend a staff meeting you'll see that Peter structures it so that he spends most of the time talking at us and it's mostly silent when he asks staff if there are questions. The rationale behind not bringing the staff together does not seem grounded in truth and it's breaking down the intimate nature of Charter that has provided workplace satisfaction. I think Peter may have thought that adapting Teaching Force would check the box for "teachers as leaders" but it just limits teachers' leadership to curriculum decisions and feedback about lessons; that's not the sole intent of teachers as leaders here at Charter. Initiating Teaching Force doesn't make sense. The data collected by Teaching Force itself showed that the practice teachers already feel they engage in most is discussing lessons and getting feedback from colleagues- so why do we need this model? If Peter had taken the time to get to know the teachers here and how they work he would have learned that teaching force was unnecessary.*

*Staff development and building a huge administrative team is a concern. Staff can have responsibilities without being called administrators. There don't seem to be any classroom teachers involved in decision making meetings. Untrained people are making educational decisions.*

*There have been more negative than positive feelings across the organization. The long-term goals and strategies of the board/admin may be aligned and followed but may not reflect the real-time needs of maintaining a positive, well-functioning staff/school.*

*I think Dr. Cohen takes actions towards all of these endeavors (enacting the vision, cultivating relationships, leading by example), but it is my opinion that there is a disconnect between Dr. Cohen's vision for the school and the rest of the community's.*

*Talks the talk well.*

*The word Community is in the name of the school for a reason, we do things for our community and as a community to benefit the direction of the school. This year we have a difficult situation where everyone is overworked and overwhelmed, learning new techniques and strategies, but the Community feeling is changing, starting with the rewriting and presentation of the strategic plan and compounded by the Teach Force we keep building layers that remove our leadership from day to day operations. Teach Force was forced upon us, where we have always collaborated and done it well we spent an inordinate amount of time learning the "structure" of how we were to collaborate and quite often being told by ■ that we were doing it "wrong". ■ was not collaborative and became yet another layer between teachers and administration rather than a resource to improve our collaboration as it was sold to us. Teach Force seemed like a good idea to me in the way it was sold but in the midst of the challenges of this year and*

*through our particular trainer it is a terrible time to implement and has stirred up significant resentment among the staff.*

*Peter has the unbelievable job of bringing the school back from the brink of doom. This is not an easy task and to do it when there is a pandemic is even harder. But he needs to get out in front of issues with the staff. Have regular staff meetings where people can participate, not this faculty council thing! I am not sure that Peter really understands teacher leadership. It is a messy process and as the leader you have to be willing to give up some things and go with the will of the teachers. He says he wants teacher leadership, but then doesn't ask teachers to take the lead. Is he afraid of what will happen?*