













-  [Redacted]
-  [Redacted]
-  [Redacted]
-  [Redacted]
-  [Redacted]
-  [Redacted]
-  [Redacted]
-  [Redacted]
-  [Redacted]
-  [Redacted]

# 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

*Crisis Management through this phase of the pandemic. Trending toward full enrollment. Excellent new hires, overall. Budget is in excellent shape with support/leadership from business manager and director of student services.*

Board Members

*2 years of covid. Hired some good staff. Hiring [redacted] was a stroke of genius:). Staying positive in the face of some truly dubious flack from some families and former staff.*

*The past two years have been very tumultuous with Covid, and I think he has lead the organization well through those challenges. In a crises you need a strong and decisive leader, and Peter has filled that roll well.*

*Dr. Cohen has done an excellent job at leading MCCPS during a pandemic. He has done at great job at putting the building needs as a top priority and has begun to clean out the debris from the back of the building and from the warehouse. He has continued to hire a strong staff to meet the needs of the learners. Dr. Cohen attends every board meeting and is well prepared.*

*The CEO worked tirelessly on raising funds for the mural. student enrollment was also phenomenal at the beginning of the year.*

*Leading through the pandemic.*

*- Collaboration with BOT and active presence in school's priorities/goals - Willingness to confront tough issues (such as staff/faculty pay restructuring) - Strong vision for the school as a whole and focus on improving via data*

*Continuing to successfully navigate the Covid environment and getting the school closer to full enrollment.*

*Transitioning student life from remote to in-person. Navigating the complexities of bringing high quality educational experience for students in a COVID impacted environment.*

*1. Communications and Marketing 2. Staff development 3. Facility plan development*

## Direct Reports

*Survived*

*he makes himself available*

*I've only been here since [REDACTED], so I am still new to this community and getting to know on more personal levels my co-workers and superiors. However, in the short time that I've been here, I think one major strength of Dr. Cohen's is that he really tries to make time for every member of the MCCPS community and he wants to listen to and support us, as best as possible and in keeping with the mission and goals of MCCPS. I would also say that he makes himself seen, which garners respect from staff and students alike. I've worked in many schools, where the principal or dean keeps to their office area and/or only does the occasional observation or walkabout. However, Dr. Cohen is outside every morning and every afternoon greeting students, staff, and families. He always has a smile on his face and he attends every community meeting and regularly pops into classrooms to just say hi or check-in. It may seem like a small, insignificant thing, but the students see him and they see him caring and that is so important in building trust.*

*good delegation of tasks to knowledgeable staff*

*Staff who have left have created an opportunity for new staff to be hired at MCCPS. The positive energy and willingness of the new staff are moving MCCPS closer to it's original mission.*

*Well-spoken, handles most parent interactions with grace. Speaks up for employees.*

*Back to full exhibition*

*Peter's ability to keep calm under pressure is a huge strength of his. He is always able to present in a professional manner and diffuse contentious situations. Peter also is able to bring challenging topics into a group forum in order to stifle rumors, gossip, and open the door for questions to be asked of him.*

*I think he has done a good job welcoming a large number of new staff members this year. He has dealt with staffing shortages along the way and planning for the best solutions to problems that occur along the way.*

*Mural? Getting us back full time/in person/regular school year*

*Peter has shown a strength in his ability to respond to feedback from staff. He addresses issues with staff in a meeting or email to everyone, and opens up the conversation for staff to provide concerns or feedback. He has also shown a lot of resilience to negative parent feedback. As the head of school, the majority of parent concerns with the school end up coming back to him, and he has handled them all professionally with the families, while keeping staff as updated as possible while maintaining confidentiality.*

*Great communication with teachers and parents. Excellent job of taking feedback and making effective changes immediately.*

*Hiring an HR person and Dean. These roles are the missing pieces of the puzzle.*

*I am not re [REDACTED] does from day-to-day. It seems like a lot of responsibilities mentioned above are [REDACTED]. I am unsure how to answer this question*

*-Listening to parents who are anxious about quicker or slower re-opening pace and not pushing that stress onto teachers. -Advancing the pay scale for teachers to try to meet competitive market rates - Quiet, non-judgmental acceptance of the differences among teachers strategies and the importance of investing in long term teacher training and development of teaching skills. -*

*Community outreach continues to be a strength.*

*dealing with the pandemic*

*The Head of School has accomplished transitioning back into a more "normal" school year without hybrid and online learning. He has developed programs and ways for staff to collaborate and plan together. He has shown strength in communication with the staff.*

*Getting us through covid mask mandates. He showed us that he is there for the entire staff when we were feeling down about everything happening. He has been in the classroom a lot this year which makes me feel like he really cares and that he is available to us when we need it.*

*The CEO has helped with enrollment, restoring community routines that were upheaved by covid, working to balance out the pay scale (this year was one of the few years that the salary was raised more than 1%), and creating important PD.*

*5% pay rise Fundraising for mural*

*As we entered the post-covid reality Peter did his best to set up the students, teachers and organization to succeed. He added a school psychologist, support FTEs, adjusted the daily schedule to both provide more common planning time as well as ease up on the workload. His continued restructuring of admin will continue to provide needed support for the teaching staff. Many of his new hires were excellent. He brought back Enrichment, focused on the social/emotional/mental health needs of everyone in the building and got Exhibitions back on track.*

*Strong leadership skills.*

*Solid leadership through Covid Effective family communication Professional development success*

*Getting the school back on track post COVID.*

*n/a*

*Peter appears to be putting in the time. Getting the Mural Project up and running is a huge accomplishment. Moving forward with the plans for the warehouse are as well. I also think continually committing to teach force is a strength as well. Too often, programs like that show up and disappear and I think we just haven't finished integrating Teach Force yet, so we shouldn't give it up.*

*The restoration of the school building. His commitment to certain students with behavioral needs. His consistent communication about Covid-19 protocols and the status of the mask mandate.*

*Addressing the roof problems*

*Peter is great at communicating with parents and the community and partnering with organizations. He also connected me with a great program to use with my students.*

*Being able to get the school back to normal since the pandemic.*


*-keeping families updated regularly with the happenings in the school -allowing for the faculty to have the time to meet when issues arise that need discussion -understands the needs of the faculty based on the flow of the calendar -continuing to address the salary structure for staff*

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



CEO 

*Bring back more community events and opportunities for parents to be at the school. Increase fundraising efforts. Move forward with next steps in educator evaluation, Teaching Force for collaboration, and assessing student progress toward the skills in our Criteria for Excellence.*

Board Members 

*Concentrate on full enrollment and retaining those that do enroll. There will always be ebbs and flows but the less ebbing away over the course of the year the better. Concentrate on staff satisfaction and professional development. Concentrate on fundraising and meaningful family engagement.*

*Now that Peter has a 5 year contract, I'd like to see him putting some effort into the long term success of the school. Building maintenance and upgrades are a big one, but at the same time I don't like how much of the budget goes to servicing the debt. The "competition" from public schools has only stepped up as they upgrade to newer schools. I feel the short term success of the school is in a good place, but I have concerns about the 10 year picture. I'd like to see him operate the school in a fiscally conservative way to free up cash to pay down debt or fund necessary improvements*

*Continue maintaining positive relationships with the staff, families, and community members. This is an area that Dr. Cohen is working on developing and fine tuning. Additionally, continue to train the staff on RTI models and behavior difficulties. Lastly, continue to reach out to the larger community to develop strong relationships as the school begins to get ready for a capital campaign.*

*Hire an HR manager as soon as possible Find a more efficient and ethical way to communicate with staff Set key performance indicators to justify staff salary increase/decrease*

*Transition to "Normal School Operations" Improve Instruction, and recruit high-level teaching staff Reinvalidate the "Project-Based Learning"*

*- Now that our primary focus is ensuring students' health/safety related to COVID-19, renew focus on the students' day-to-day education to improve standardized test scores - Find ways to maximize faculty/staff retention - Determine fundraising strategies for upcoming facilities improvements*

*Focus on Academic Excellence, Retain/attract strong teachers, Prep the student body better for state exams*

*Fund raising for school renovations and space build out; building an effective staff talent and development strategy; continuing positive trajectory of student enrollment numbers.*

*1. Coordinate work with Academic Excellence Committee. 2. Establish and maintain a positive relationship with staff to insure retention. 3. Work to enhance communications and marketing.*

Direct Reports 

*1. Increase sub pool*

*Find more money in the budget Fix the roof*

*I think that one thing the CEO could consider for next year is allowing teachers more say in professional development. Maybe they already have a say and I'm not aware because I'm so new, but if teachers (including learning specialists) had more of a voice in the PDs being offered and provided, then there would be more engagement and excitement. This is not just an MCCPS thing. Every school district I've ever worked at has gone with similar PDs and it gets boring and pointless. I see MCCPS almost as a teaching school (like a teaching hospital). There are many young teachers that start here as learning specialists or student teachers and then go on to bigger school districts. There is a real opportunity for us to stand out amongst other districts in the strategies and pedagogy being taught here. I e teaching force and would like to see more done with it. No offense to anyone who chose [REDACTED] (because how would you have known) but I have now had the Ready, Do, Done training in 4 districts. I've heard her speak so many times, I could've taught it here at MCCPS and saved a lot of money... I'd also really like to see a more universal policy or standard for discipline. I realize with COVID, there are gaps in students' social/emotional skill-building. However, there have been a few instances this year that just make it clear that there needs to be a clearer, more efficient method for addressing behaviors that go against our school rules and mission. I'm all for restorative justice when it works, but as a [REDACTED] her, it felt very confusing and frustrating when a student would act out and upon referral to the [REDACTED] or Dr. Cohen, would show up later that day or the next, like nothing had happened or no consequences had been given. This isn't to say that negative behaviors weren't/aren't being addressed, but it doesn't seem as though there are any standard guidelines for the community at large. It seems very much that the rules change based on teacher, grade level, and support needs, which for the overall student population, sends a distorted message of what is allowed and what isn't.*

*improve teacher relationships/ trust offer competitive/ realistic salary prioritize relevant PDs*

*Continue to work towards finding the right, qualified people for the positions at MCCPS.*

*Watch tone. Let go of employees who do not live up to expectations after not showing improvement. Write proper job descriptions free from the phrase "other tasks deemed by HOS", because that is too vague.*

*Take a closer look at the inclusion model Clearly define the type of students that can succeed at MCCPS (academically, socially, etc.) - market to those populations Review and revise the recruitment and acceptance process*

*1. Be more involved in the day-to-day processes of the school (e.g., going to one consultation of each grade level per month to gain an informal view of what is going on). 2. Support his staff more through communication and accountability 3. Make sure we are operating as a school and not on a business model (e.g., the customer is not always right, parents should be heard but not catered to)*

*1. I think substitute teachers should be hired because there are many times where it is tough to find coverage. 2. Stronger communication with all staff members 3. Continue to follow the mission of the school and ensure all staff and students do the same.*

*Make a solid salary scale that honors the work of teachers who have experience and those who strive to make MCCPS a better place. Recognize the varied needs of grade levels and support those work.*

*- Provide the same trainings for all staff, not just teachers - Ensure adequate staffing numbers so that all staff are able to have planning time - More straightforward feedback for what teachers can improve, specifically HOW they can do this*

*More social emotional learning, more feedback for teachers and learning specialists, clear expectations and job descriptions*

*1. appreciation of teachers 2. prioritize money going back into the classroom, instead of hiring additional administrative roles or mural projects. Extra hands in the classroom would be more helpful for teachers, in example a substitute that takes the burden off of us when we are sick and need coverage, or an additional learning specialist that floats around the school as needed. 3. Communication*

*Take more care when it comes to writing emails to faculty. Avoid talking negatively about others to colleagues. It's none of our business.*

*-More dynamic PD. [REDACTED] have been effective and useful for improving methodology but I miss PD that inspires, especially with new staff I would like to see us revisit the interlacing of project based learning. -Building maintenance & upgrades -Classroom space for Spanish/French and small group meeting/instruction*

*1. Reach out to staff and recognize where their areas of experience/expertise may help. Rely on and trust more staff members outside of administration to help the organization achieve it's mission. 2. Work to support and retain those who make the organization great. 3. Work to support the community that we advertise and take pride in*

*taking care of building, filling in vacant positions, more PD, better use of PD and meeting time*

*The Head of School should have more PD opportunities, more straightforward and fair discipline policies with real consequences, and create a more positive working environment.*

*Better scheduling for indoor recess. It can be confusing sometimes. There should be more people trained in safety care training.*

*1. Continue to fundraise for big projects like the warehouse 2. Continue to support essential habits through programs like Winter Olympics. Create and support a behavior program including organizing clear discipline protocols. 3. Continue to work on making sure that all classes have enough staff in order to support all student needs. Continue to retain teachers by helping teacher salaries, including making sure the school does not add too many "top heavy" positions.*

*Community building for staff and students. Consistent implementation of fair and equitable discipline for students. Adequate staff support in the classroom.*

*Integrating the Dean of Students, realigning the social studies and math curricula & getting the roof fixed.*

*Work on teacher retention.*

*Seek more funding Be more present in classes and provide feedback Ask teachers for input mor often*

*Finalize future design/build out and future strategic plans; source funding for the replacement of the older (lower) roofing system*

*n/a*

*Continue with Teach Force. Hire quality employees. Build relationships with his employees.*

*Ensure teachers have standards of measuring academic success. Hire a person for HR. Not having a neutral liaison to communicate between the CEO and staff has left the CEO able to retaliate and treat staff unfairly for their feedback and questions. The CEO should work on building rapport with the student body and make his time more meaningful when he visits the classrooms.*

*1. Hire and retain high-level professionals, strengthen relationships with and amongst faculty, and provide useful PD 2. Development and fundraising for meaningful and impactful school changes 3. Make use of the seasoned teachers to help guide (or return) the school to the tenets of our Charter; seek input from faculty on decisions that directly affect them*

*1.) Start treating the staff as the customer and believing in the well versed staff, and utilizing the staff for problem solving the school's issues. 2.) Create a work environment that is kind, educational and respectful 3.) Understanding and recognizing the extremely different and varying needs of each grade, to then provide adequate support (which means hiring learning specialists) and giving more support to grade levels that need it.*

*Peter should prioritize relationships with teachers and backing up the teachers. Peter should also either not accept such a huge percentage of students on 504s and IEPs, or, hire more special education teachers to support those students.*

*-make sure each teacher is qualified for the jobs they are offered -provide for sufficient funding for classroom materials -increase the opportunity for teachers to have input into major (and minor) decisions- input, not final say*

*• expand the school • add/fix building*

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

CEO 

*Facilities upgrades are essential and VERY expensive. We must find remedies.*

Board Members 

*Fundraising, fundraising, fundraising! Maintaining and improving the building. Strategic Planning. Committee and Board membership.*

*Finding board members are that are able to bring time, energy and talents to improving the school. The roof repair, kitchen upgrades and constraints of the current debt are going to need to be managed carefully. These potentially necessary upgrades are big decisions. The annual process of evaluating hiring teachers and receiving salaries is important, but this seems like a an area that Peter understands well and is focused on.*

*1. Beginning a capital campaign to secure funds for a large renovation project along with replacing the roof and the HVAC system is a big obstacle that he will need to lead. 2. With a lot of turnover in the past 2 years, it will be important for Dr. Cohen to maintain the staff he has hired. 3. There have been many behavior difficulties throughout the student body. It is important for Dr. Cohen to get a handle on the behaviors and find creative ways to address them.*

*The CEO did a good job this year reaching the 230 student enrollment but lost some students during the school year. A challenge this coming might be working more on student retention.*

*Maintaining Full Enrollment Recruiting high-level teaching staff Staff Morale*

*- FUNDRAISING*


*Building renovations / expansions costs will be significant. Fundraising to support this will be tremendously challenging - but also a essential. Recommend phased approach to this work. Additionally, ongoing challenges of supporting staff development / salaries will continue to impact the schools ability to retain top talent and hamper community spirit amongst staff.*

*1.Continue to increase enrollment numbers 2.Planning and financing school facilities projects  
3.Warehouse section of school build out*

## Direct Reports

*Mental health*

*PARENTS are tough and getting tough*

*There are 2 challenges that I see in the years ahead, that should be addressed sooner rather than later: 1. The discipline policy for MCCPS as a whole. As I mentioned before, it feels like there isn't a clear-cut set of school rules or guidelines that students and staff know about. It would be helpful, going forward, if the staff can work together to create behavior norms and expectations that apply to EVERYONE, no matter the age, grade, or IEP/504 status. 2. This may seem insignificant, but the technology at our school is a challenge. The A/V system in the community room is terrible. It's hard to hear presentations or announcements. The video doesn't always work, the sound doesn't always work and it m meetings frustrating and boring for the students when they have to sit there waiting for *

to get everything working properly. Also, the speakers in the 8th-grade classrooms (and maybe others that I am unaware of) don't work, so when the main office or administrators are making announcements, you can't hear them. In addition to the struggles with the school-wide A/V systems, the Chromebooks that are meant for student use are not great. Many of them are broken, missing keys, are slow to load, etc. Now, don't get me wrong, I realize much of the physical damage is probably due to students mistreating them. However, as someone who likes to use technology and sees the educational benefits in it, I think it would behoove the school to get devices for all of the students and stop allowing the use of personal devices. Personal devices can be pre-loaded with games, social media, and other applications/software that are inappropriate for learning. By providing students with a school-issued device, then we as staff have a bit more control over misuse and then no student feels like they are better or worse for having or not having their own fancy device. Additionally, there are devices that would be easier and more durable (and possibly cheaper) that could also be loaded with some great educational tools, like Garageband for music and Book Creator. Just a thought, but seriously, the overall technology in this school could use a 21st century upgrade.

retention of students. formulation appropriate and effective bullying protocols and approving new curriculum to align with state standards.

The school principal is negatively impacting the school from moving for [REDACTED] been made at the grade level, administration level and state level about the [REDACTED]. He does not respond to emails, follow up on bullying [REDACTED] respond to student discipline issues or observe and provide feedback to staff. The lack of an [REDACTED] at MCCPS has created a huge problem with bullying, behaviors, parent and student trust, and staff improvement. Unfortunately [REDACTED] ter seems to take the "fall" for this and parents see him doing the job that should be done by the [REDACTED].

Hiring/retaining quality staff. Lack of support from [REDACTED]. Need new roof.

### Staffing

Moving forward, MCCPS has the potential for greatness. We need to find a way to work together in cohesion, increase communication, and rewrite our culture. Rewriting our culture means improving discipline procedures, supporting our students in a social-emotional capacity, and promoting positive behavior/excellence at our school. Another part of rewriting our culture is through increased communication and trust between staff and Peter. I am optimistic that all of this is possible!

I think a big challenge this year is the behaviors of students after being remote for so long. The school needs to continue to push students to be successful and important members of the community. Hopefully by the fall this won't be as big of an issue.

He needs to improve staff morale and connect with his staff. Talk to staff, make personal connections, show that you value them.

- Students struggling from the fallout of COVID and missing school is still catching up to them including academic, social, emotional, and behavioral concerns.

Financial situation toward physical plant maintenance and upgrades. to add classroom and small group meeting spaces. Retaining quality staff Marketing the school in a truthful way so that families who apply are aware of the expectations at a project based school

Social emotional learning post pandemic.

*I think the behavior of students will be a big problem next year. We need a clear and concise code of conduct for the children, and someone to follow up with students/parents. I also think the Social emotional needs of incoming students and current students is a big problem this year, and will continue to increase in the years ahead. More counselors and a Social Emotional program for the students should be a priority, and will take a lot of stress off of the classroom teachers. Lastly, I believe a Professional development on classroom management would be helpful for myself and a lot of teachers.*

*trust*

*Communication/connections and positive relationships with staff outside of administration. It will also be important to recognize the true needs of all students in our community, and provide the staff with appropriate resources to support them.*

*condition of building, creating a positive work environment for staff and faculty*

*Elevating academic standards and expectations for all students, maintenance of building, cleaning and organization of classrooms and building, hiring staff with more experience and more commitment to the school, maintaining staff for the entire school year.*

*There seem to be more behavioral students coming in and I believe we need more training on how to handle these students in the classroom.*

*1. The building facilities and cost associated 2. Student behavior, discipline, and management accordingly 3. Continuing to try to improve communication*

*Reach and maintain full enrollment. Fundraising. Exterior improvements are great but we need a new roof.*

*We need to regain the true sense of community that is the soul of this school.*

*Losing staff members and not hiring new ones.*

*Salary increase Working space increase Breaks and support for teachers*

*Retention of key educational staff members.*

*n/a*

*I think the bullying situation is a huge challenge.*

*With COVID mostly behind us, the challenge is going to be to return to pre-pandemic behavioral and academic expectations.*

*Making up for the gap in education caused by the pandemic. Focus on creating a reading comprehension and a math problem-solving program for supporting students academic skills. The organization has been having difficulty saving face with all the staff we lost during this school year. Many students have demonstrated anxiety over staff leaving the organization and have asked teachers if they are leaving or if other teachers are leaving.*

*Retaining qualified staff*

*I am worried, again, about the high number of students on 504s and IEPs who do not receive enough support and the harmful effects on the teachers who try to support them.*

*-fundraising -teacher supervision, evaluation, qualifications*

*Making sure tasks and projects get done on time to keep the school going.*

## How often do you interact with the CEO?

#	Board Members	Senior Staff
Daily	0	14
Once or twice a week	4	7
Once or twice a month	6	4
Once or twice a quarter	1	2
Hardly ever	0	1



## 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

Board Members 

*Despite some tough behavioral issues within the older grades this past year I think that Peter has dealt clearly, openly and honestly with all involved and included Board members on any correspondence when he deemed it necessary. The same can be said of his dealings with any disgruntled outgoing staff members.*

*There have been some instances this year in respect to dissatisfied parents and teachers and Dr. Cohen admitted his mistakes but could have handled the situations in a more timely and respectful matter.*

*staff have complained about being forced to leave by the CEO's behavior towards them. Because I do not know the outcome of those complains, it's difficult for me to agree or disagree to this question.*

*Continue to work on curriculum design, community relations, parent involvement and staff development.*

## Direct Reports

*Tone is very often aggressive in emails.*

*My interactions with Dr. Cohen have always been friendly, helpful, and productive. He is honest, fair and since I started in September, I have felt heard and supported by him and all of the administration. For instance, he was very receptive to my feedback regarding the yearbook and has been helpful and patient with me, as I am new to the advisory position and have sought him out a few times for advice.*

*Not spoken to as an adult or professional Conversations are often redirected to how HE feels*

*I think he is very straightforward when interacting with the staff during staff meetings.*

*The CEO has always been straightforward and treated me with respect. I believe the CEO does his best to operate in a straightforward, honest, and ethical manner, but the demands of the position have put him in situations that have made that challenging. I have witnessed an incident where the CEO could have de-escalated a situation with a parent by taking more accountability. I have read an email to another staff member in which criticism, while justified, was less constructive than it could have been.*

*Peter has made comments to staff that are designed to redirection but can be seen as unkind.*

*Peter was very upfront and honest with me when we had a contract meeting about how the school finances and pay raises work. When I have had problems in the early year with a student being "afraid" of him as an authority figure, Peter has gone out of his way to build a relationship with that student so that they no longer feel that, which supports the value of "community" that is upheld at MCCPS.*

*Peter has been an excellent 'face' of the school...he is honest and open which minimizes misunderstandings and allows folks to all deal with the same information. He has been very open about personnel changes, his vision for the school and his desire to empower the faculty as much as possible.*

*Peter's interactions with me are positive. He listens to constructive criticism and when he disagrees, explains himself. Is willing to make changes when discussions warrant.*

*CEO's heart is in the right place. He doesn't always think everything through prior to taking action or communicating.*

*It often feels that while verbally ownership and responsibility is taken, blame is simultaneously shifted onto others. Timely corrective action does not always occur until a situation is already developed/urgently needs to be addressed.*

*I have always been treated kind compassionately when dealing with the HOS. I have never seen him treat anyone unjust.*

*Provides backhanded compliments and talks down to staff in an accusatory tone. Makes accusations based on gossip that he has heard from other staff members.*

*Peter often deals with conflict in a roundabout way, addressing the staff as a whole instead of the specific staff member who is apart of the conflict. Also, when there is a conflict involving a parent Peter does not back up the staff and often takes the side of the parent.*

*The HOS and Student Services Director are extremely accusatory when it comes any student/teacher/parent conflict. They assume what is happening, and base their responses on their opinions, instead of actual facts. They think the worst of their staff and accuse staff of not doing their jobs when in fact most staff members are going above and beyond their job description.*

---

## 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**

Board Members

*We all know that Peter, as well as all of our staff have endured an extremely tough three years. Peter has worked hard, in unison with FinCom, to raise salaries whilst also dealing with under-enrollment and has made good strides to this point. It will be a major achievement if, as is hoped, the school can manage a 5% raise for all staff and faculty for the upcoming academic year. Peter is definitely committed to MCCPS, as exemplified by his desire for a new five year contract. Communication with Board and families is higher and better than at any time in my time associated with school. Peter has spent time attempting to "fix" in three years that which was broken over a longer period of time and will not be completed overnight. Strides in the right direction are happening.*

*Dr. Cohen is committed to MCCPS. He attends all board meetings and is a proactive member of the community.*

*Make working on staff development and long term planning a priority.*

## Direct Reports

*Open to listening to quality improvement suggestions & best practice*

*I appreciate how honest Dr. Cohen is with the faculty, staff, and himself in regards to not only positive feedback, but when we, as individuals or a whole community, find areas of weakness and he provides constructive criticism that only helps us improve.*

*Sometimes, procedural choices are made that are questionable. I am not sure if this is because Peter is not aware of all of the moving parts behind the scenes - maybe a lack of communication from staff and Peter is where this breakdown occurs. However, there have been staffing decisions (to keep, move, or let go), challenging issues with students and families, and general changes to school procedures. These cases have all shown themselves, and Peter's reasoning on them sometimes does not align with the supporting facts of these issues.*

*When I was having an issue with a few students during class he was quick to help and resolve the issues.*

*The notion that hard work is the key for staff to achieve excellence is alarming. I think that all of the employees at the school work too hard as it is, and that systems and process are necessary to protect them from burnout without sacrificing quality of delivery are the more important to achieving long term, sustainable excellence.*

*Peter ensures that all students take a public speaking course, and present at every exhibition, which provides them with student achievement and college preparation. Peter puts a big emphasis on the Criteria for Excellence, and using this to guide our lessons. He also encourages students to use the core values, and ensures that staff are rewarding students for showing these skills. Peter reaches out via email to communicate effectively and ensure he is reaching every staff member.*

*I think Peter genuinely wants to make the school culture stronger but he tried to do it with a top down approach. He does not utilize teacher leadership.*

*Peter keeps the focus of activity on the students - as individuals and as a whole. He has tried to put in a system of supports so the teaching faculty can pay attention to what goes on in their classrooms rather than distractions from learning. He often speaks directly to the students so they also understand their complete education is the entire purpose of this work.*

*Communication feels very top-down, and does not always trickle down effectively. There is a growing gap between administration and the rest of the staff, as well as sufficient knowledge of the people, processes, programs and how they are run/their true value or lack of value.*

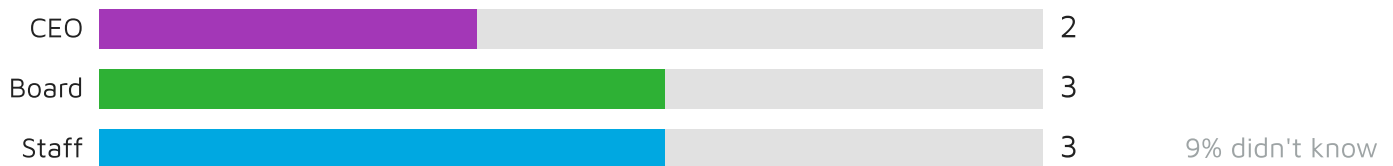
*He has been helping me move forward in my education.*

*Peter says with his words what he wants us to be as a school but does not always take action to accomplish those goals.*

*Communication with administration continues to be very poor between staff and HOS and between staff and Student Services Director. They say they are transparent and want staff coming to them, however if staff does reach out, their words will be held against them in the future. It remains a very hostile working environment for many staff members and many staff members do not feel safe being able to speak freely or advocate for the best interests of their students as it will also be used against them.*

## 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.**

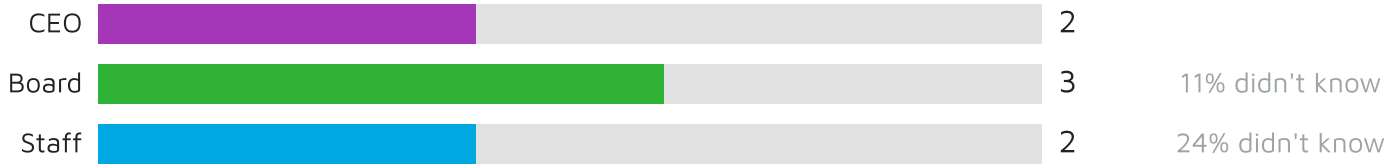


**The organization has met or exceeded agreed upon goals set for increasing student performance.**





**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.**



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




Staff  3 12% 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  4

Board  4

Staff  3 6% didn't know

## Additional Comments or Examples

Board Members 

*As a Board member, this is a difficult subject to comment upon. I would be better able to answer this question if I had the faculty/staff survey results in hand first. Many new teachers and staff have joined the school. Of the 44 current staff, only 11 were employed at MCCPS in 2013 when I first became involved with the school.*

*It would be helpful to know what types of assessments are occurring on a regular basis. The strength of MCCPS is project based learning and presentations at the exhibitions three times a year. Additionally, there is an academic excellence committee as part of the Board. Do we have data driven assessments to drive student learning? A strength of MCCPS is that there are two teachers in each classroom (including a special ed. teacher.)*

*Continue working on closing the achievement gap and using the Academic Excellence Committee with instructional leaders in the school.*

Direct Reports 

*Not to say that this is any one person's fault, I think the last 2 years have been exhausting and challenging, to say the least; however, I feel as though our staffing needs are struggling. I know that many candidates have been interviewed for various open positions, but there are days when it feels as though everyone, including Dr. Cohen, is running flat out and it still isn't enough. A permanent building substitute (or 2) could alleviate some of the extra responsibilities community members are being asked to carry.*

*Inclusion could be improved with co-teaching model (not currently used now) MCCPS accepts students that need significant support but won't provide the staffing or structure to truly support them*



*I feel like all of these roles and choices have been placed into another administrator's jurisdiction (Matt Cronin). From what I have observed, Peter is aware of the work being done for exhibition projects and making sure we stay to the school's mission in that respect. However, I have not observed him to be knowledgeable about the day-to-day classroom activities. The majority of the wide-range data collection is processed by Matt Cronin and the issues of our special education population are also handled by Matt Cronin (as well as Andrea Barlow). I think if Peter attended our grade-level consultations (maybe one for each grade per month) he would learn so much about our students and the issues that staff is tackling at each grade level.*

*I think he has chosen a great team of teachers that follow an effective curriculum to keep their students on track for their grade level.*

*Peter is very supportive of Special Education staff, and encourages the co-teaching model to ensure that all students are being reached. Data is expected from special education staff to lead decisions related to learning and teaching. The CEO could improve by ensuring that all staff, including learning specialists and general education teachers, are knowledgeable on special education services, and related differences. It would be helpful to make sure that learning specialists are present at all PD and TeachForce opportunities, rather than just teachers.*

*Peter has added targeted FTEs in order to support the effective delivery of the curriculum and to help special student populations.*

*There is not enough involvement to ensure how well/effectively student needs are met, or how daily instructional decisions are made other than on the very surface. Staffing/structure does not support special student populations effectively/equal to the general education program, nor does this seem to be a priority.*

*He is in the classroom daily to ensure everything is running smoothly*

*I'm not sure that all curriculum is documented in all areas but I do know it is being worked on with Peter's urging. Our support staffing looks good on paper but the qualifications of some of that staff concern me.*

*Does not provide standards or expectations for the organization to use performance data. The structure and staffing does not promote a cohesive process to enable the success of special student populations. Case loads of specialists and staff are unbalanced. Not enough opportunity to plan modifications and accommodations for special student populations with grade level teams.*

*Peter has given us time to assess students with standardized tests and review and discuss the data as a team. However, he has never discussed curriculum and is unaware of the curriculum I am using. Again, he also does not consider how we can provide more support for special student populations.*

*As a school, the HOS and Student Services Director are not providing or hiring personal required in order to address the unbalanced needs that varies from grade level to grade level.*

## 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

### Board Members

*I believe that, for the most part, Peter has done well in attracting decent staff during a difficult 3 years. A lot of senior staff had already moved on before Peter joined the school and some of the less stellar "square" hires that had been squeezed in to "round" holes/positions have been replaced. Attracting and keeping high calibre staff is always tough but hopefully the greater parity in salaries will aid in this endeavour.*

*There has been an exceptional amount of turnover in the past year with some very unhappy teachers. It will be important to see how the next few years are maintained.*

*Encourage Peter to invest in growth and development of staff and his leadership team through empowering others to lead and direct key strategic priorities (e.g. delegate to others - including attending committee and board meetings / presentations).*

*I believe that the Head of School has a productive relationship with all employees. New hires seem to have added to the delivery of quality instruction.*

### Direct Reports

*Dr. Cohen, I believe, is doing the best he can, with a national teacher shortage (the great resignation as it's being called), to create a working environment that allows staff members to feel supported and continually develop and grow in our own learning. Are we a perfect system? No, but find me one that is. I am one of 20? new hires, so that is a lot of new faces for more senior staff to get to know and build relationships with (not to put it all on the veterans, it's a 2-way street). I will say that this is the 1st school that I've worked in where I actually feel like the administration genuinely cares about their teachers.*

*Keeps employees that are not qualified/certified for positions. Keeps employees who consistently fail to meet expectations. Employees who fail to meet expectations show no improvement. Employees do not feel in the loop. Employees do not feel supported. Employees feel undervalued. Staff move on because of compensation and aggressive tone of emails.*

*Staff often stretched and overworked*

*The majority of the staff here at charter are strong and passionate about teaching and the school's mission. The dynamic of staff with students, their colleagues, or family of students has been tested at*

*times. Peter's choices on these situations have not always been easy to follow. I am uncertain on whether this could be due to a lack of communication and transparency between staff and Peter.*

*I think he has selected a strong staff and ensures that all members are actively engaged in the school.*

*teaching force was a joke, wish Peter would acknowledge that Again, he tried to lead staff, but Peter struggles with personal connections. Peter does not seem to value the long tenure of staff.*

*Department meetings weekly, along with Teach Force weekly, allows staff to spend time getting to know each other and support each other in their teaching. New staff have mentor lunches and mentor meetings weekly. Peter often enters the classroom to give feedback to teachers. When I have reached out with concerns about behavioral procedures, Peter has worked with the principal to. make a plan so all grades are on the same page.*

*I do not feel that highly effective staff members are always felt connected to the community. It does not make one feel committed to a long tenure and recommend working at this school to others. Many amazing teachers are not recognized by admin and made to feel unseen and unappreciated, whereas other teachers who are unable to do their job are promoted.*

*Even in this difficult environment (pandemic) Peter has been able to attract quality teachers & staff. I believe Andrea is a true MVP considering where her department was and where it is now - all credit to Peter for hiring her. It's too early to judge him on retention at this point.*

*Actions tend to speak louder than words, and many top/high performers have not been retained, and others do not feel valued to the point where retention is guaranteed. There are some situations where underqualified/ineffective staff are inappropriately assigned, and other situations where overqualified staff are not being used effectively/appropriately for the benefit of the school, nor do they feel that they are actively engaged/connected to the organization due to not being included or consulted. There is a gap in what administration views as effective or necessary vs. what other staff members may see from a different perspective.*

*He talks to us saying what he likes about the classroom and gives suggestions when improvement is needed.*

*I believe the vast majority of the staff is qualified and participates fully in every aspect of our school. I continue to be concerned about the qualifications of some of the hires and think education and certification needs to match the jobs they hold. Peter works hard to maintain staff and has worked to*

*improve salaries. However, benefits and salary still do not match other district schools= especially benefits such as a sick bank.*

*Underqualified or toxic staff have been hired in the passed. In some cases, this could have been prevented. One reason it would be hard to recommend working at the school to others is that most teachers I know expect a pay scale, and are put off by the insecurity that negotiating your pay annually creates. I wonder how many qualified teachers don't work here because of this.*

*Weekly professional development is not thoughtful or productive. There is very little structure and it does not utilize staff time well. Peter undermines the staff in front of students and does not show or tell staff that he values their efforts and work.*

*There are some exceptional staff and some unexceptional staff that were hired this year. Most of the unexceptional staff have left. Peter has also spoken of the improvements he wants to make, but doesn't seem to follow through to make sure those improvements occur.*

*It is common knowledge that the staff feel undervalued, not appreciated, and not supported. Reasons why there has been such a high turn over of our amazing staff is due to poor leadership, not because of money or the school. It concerns me that the board has not addressed this very significant problem and it is shocking that the board is not implementing exit interviews based on the high turn over numbers. You would think they would want to understand the reasons for the mass departures. Honestly, shame on everyone, because most staff members are highly qualified educators, that want the absolute best for their students.*

## 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.**



Staff  4 6% didn't know

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

CEO  5 ★  
 Board  4  
 Staff  4

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

CEO  4  
 Board  4  
 Staff  3 6% didn't know

### Additional Comments or Examples

#### Board Members

*Again Peter, is dealing with a decrepit and aging building but has done a great job of keeping it functional despite a continued lack of funds. The enrollment push has been vigorous and we are moving back towards 230 but still not there despite these efforts. I think that the lottery drawing should be live each year to generate hype and excitement.*

*This is Dr. Cohen's strength. He is well aware of compliance issues and keeps MCCPS in good standing.*

*Continue to work with the State Charter School Association and using Board on Track program.*

#### Direct Reports

*I definitely believe that Dr. Cohen has the students' and staffs' best interests at heart. There are some things regarding behavior management and discipline that I'd like to find more efficient solutions for that could create a better, safer learning environment for everyone. However, I haven't brought that up with any administration members and I also don't think that policy changes should or do fall on just one person. Decisions like discipline strategies should be a community discussion.*

*Peter does the best he can to keep enrollment up and keep staff supported.*

*With Covid mandates in particular he ensured that our school followed along with what the state was doing.*

*I do not believe the admission process has been handled appropriately. Many students have been admitted to this school where their needs are too high for what our school can take on. I think there needs to be a better vetting policy when being admitted to this school.*

*We have successfully completed a charter renewal, Coordinated Program Review and several audits during Peter's tenure. He has vastly improved the admissions process by investing resources as needed, moved to a dedicated Admissions Coordinator and increased the public visibility of the school on the greater North Shore.*

*I do not know much about the laws.*

*Held a meeting with staff and made an inappropriate joke that all the staff should have noticed he did not name a staff member by name when explaining an update.*

*From what I have heard we have surpassed the number of legal students from cities such as Lynn and Salem, although I cannot confirm this. Also, we bring in a very high number of students on IEPs and 504s and, as previously stated, do not provide enough support for them. This causes teachers, especially in grades 4 and 5, to be overloaded and burnt out.*

## 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

### Board Members

*Would like to have seen parent satisfaction surveys before answering this one. I think that despite great work, and fabulous communication, there has been a lack of "real" connection between families and the school. Covid has caused this and I think it will take a while to regain parental buy-in on a community level and get them truly involved in the school, volunteering on committees, the Board or PTO events.*

*Since we have been in COVID for 2 years, the organization has not been able to have families participate as frequently as in the past. This is an area that MCCPS needs to bring back for the next school year. There have been many behavioral problems that this student body has presented. MCCPS may need additional supports like smaller classes (opening up another classroom per grade) additional staffing to support students with behavior difficulties, and more staff training to deal with these difficulties. There is an area that should continue to be addressed.*

### Direct Reports

*High attrition rates this term. Some having to do with CEO directly.*

*Peter always makes time for families to express their concerns with him. This year has been especially trying, but it seems to be due to a lack of communication between Peter and staff.*

*The concerns of families are often taken into consideration specifically about the weekly emails sent home. He ensured that the staff had a conversation about how the emails can have a more concrete format across grade levels.*



*Sometimes the concerns expressed by parents and families are taken without background knowledge of what happened in the classroom. Students are not always relaying the correct information to their parents, and then when that is taken to Peter, the events are untrue and the teacher's side is not taken into account.*

*Requires grade level peek at the weeks, and sends out weekly updates to families. Family members are always invited to Community Meetings, especially if their child is presenting. This appears to make parents feel as if they have control in their child's education.*

*Weekly email updates, community forums, SEPAC meetings and an open door policy have increased the level of school to home communication. Peter has insisted that each grade regularly communicates directly with parents/guardians. Peter was a driving force behind the new phone system which has improved communications as well.*

*I feel that parents only come in for exhibition and that we could have more activities involving parents in the future.*

*When parents of the students need answers I cannot give, he comes in and helps to explain things to the parents.*

*Frequent email communications.*

*Peter has said rude comments about a student in front of the student and refused to apologize. Even when the parents asked for an apology. Peter has made mistakes when handling incidents and refuses to apologize to families and staff.*

*Peter prioritizes parent satisfaction, perhaps over teacher satisfaction. He provides events such as exhibition and community meeting for parents to be involved in, and responds to their concerns such as lack of class newsletters. He had the teachers collaborate to send these letters on the same day so that parents would be satisfied.*

*Even during the pandemic, Peter has worked to include parents in meetings to share information both on Zoom and in person. I am not aware of parent survey results. Peter always makes himself available to parents to talk about a wide variety of concerns and questions.*

**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.**



**Additional Comments or Examples**

Board Members 

*Peter, together with FinCom, has done stellar work with limited funds and kept us afloat during difficult times.*

*This is another one of Dr. Cohen's strengths. He is well aware of what the institution needs in order to keep it running!*

*Continue working with Finance Committee to maintain the financial stability of the school.*

## Direct Reports

*I don't know CEO's role in this.*

*Have full confidence in the [REDACTED]*

*He was very open with the budget for next year in personal conversations with each staff member.*

*Peter is trying to improve salaries. He is more focused on new hires being retained for good salaries than acknowledging people who have been at the school awhile.*

*I am unsure what Peter does day to day, but from my understanding, the above responsibilities fall under Jeff.*

*I work closely with Peter on all of this and he clearly understands the balance between the bottom line and what we need to do to move the organization forward. Within these constraints he has addressed long-standing salary issues, expanded crucial head count, significantly upgraded the facility, supplemented the curriculum across all disciplines and kept the school in the black. You really can't ask for more, especially during a multi-year pandemic.*

*It does not always seem that financial priorities are lining up with the organizations mission, or the true needs of the school at a given time.*

*I do not know anything about the finances.*

*The school did not need an expensive mural.*

*I don't know how Peter handles finances; I assumed [REDACTED] handled them on his own.*

## 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

Board Members 

*Peter does a good job of promoting the school, especially via social media. [REDACTED] done stellar work in successful grant writing Adequate resources are another matter, development/fundraising has been poor this year with no major fundraising event planned to date.*

*Dr. Cohen is actively trying to hire an HR/development coordinator to raise funds for MCCPS. This is an area of need for MCCPS as it will have a capital campaign to support building maintenance issues to occur in the next few years.*

*Continue moving forward with the Administrative Team in this area.*

Direct Reports 

*Prefers in-house operations over supporting the local community businesses.*

*He always has the school in mind when it comes to fundraising and supporting the mission of the school.*

*I don't have a clear understanding of how much support Peter gets from the Board on these issues. I do know he has been the driving force behind much of the fundraising since he's been here, including the year-end auction, Giving Tuesdays, the Student Success Fund and this year he has raised thousands for the mural project.*

*I don't know much about the outside organizations.*

*Peter speaks with the board consistently and shares his findings with the staff. He also partners with organizations such as "My Brother's Table" and other charities.*

*The smooth operation of the Development Committee has been a challenge despite Peter's efforts to promote an effective committee. Peter supports the staff in pursuit of grants and other sources of funds. He is a member of Rotary which helps bring our name and mission into the local business community.*

## Ensuring Adequate Facilities

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



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





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



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



**Additional Comments or Examples**

Board Members

*We all know that the building is desperately in need of funding to fix a decade or so of deferred maintenance. This in no fault of the HoS, we are muddling through.*

*While there are lots of problems with the facilities, these were inherited by Dr. Cohen and he is working hard to improve them.*

*Dr. Cohen is working hard to create a more pleasing physical environment for the staff and students. He cleaned out the yard from debris and has cleaned out the warehouse area. He is working on putting together a capital campaign for further necessary upgrades.*

*Continue what we are doing in this area.*

Direct Reports

*Cleaning company is subpar*

*While I think the school needs some work, he has been proactive in having people come to look at the roof and raising money for a new mural outside.*

*After a large snowstorm, the fire department had to issue a warning to clear the steps from being out of compliance with a safety exit. I do not believe this promotes a safe environment. The physical environment does not reflect the organization's mission- there are no small classrooms or workspaces to provide students with pull out services, or a room to speak with a student privately (for behavior, emotional episode). This thus means teachers have to do small groups in the community room that is full of distractions and is not a private place to work. Other people from the admin team are given offices when they do not need a private office. The roof of the building frequently leaks, in the classroom, hallways and kitchen whenever it rains. I am concerned about health and safety reasons (slipping, etc.). I am unsure why the priority is to raise money for a mural outside the classroom when there have been several other problems with the schools physical building that should be taken priority.*

*Currently doing a lot of work to improve the physical environment at MCCPS. Got a grant for a mural that uses positive words, which matches with the values of MCCPS.*

*Again, given the challenges of covid, remote/hybrid learning and the typical challenges associated with having 200+ children in the building we have made remarkable strides under Peter's leadership & direction. Updated paint schemes throughout the building, investment in our rooftop HVAC units, bathroom upgrades and the office suite buildout have all significantly improved the physical plant.*

*I don't know about the maintenance.*

*The rooms are not cleaned frequently enough or thoroughly enough.*

*Consistently provides updates on the work that is being done on the school.*

*Peter shares building updates with us and ensures that the building is clean. However, there have been two separate small fires that occurred that a teacher had to put out.*

*Peter has seen to a complete do-over of our facility without the capital campaign that is going to allow a complete renovation. Walls have been painted, rooms cleared of unnecessary clutter and space has been made available for small group and individual meetings with students.*

**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**

Board Members 

*Peter willingly and openly shares information with the Board and is not reticent in voicing his concerns, wants and needs.*

*Dr. Cohen is invested in keeping a strong relationship with the Board. He attends every meeting and is very committed to listening to feedback.*



*Excellent working relationship with the Board.*

Direct Reports 

*Information flows between staff and board monitored CEO is the gatekeeper but the information is heavily filtered/skewed*

*Peter should talk about his involvement with the board more at staff meetings so we can know what has been happening behind the scenes.*

*At our faculty meetings he often updates us with what the board has discussed and has teachers on the board share information with us all.*

*Often reaches out to staff with board updates and offers multiple opportunities for teachers to join boards.*

*Other board members are usually the ones to communicate about board meetings.*

*We get a monthly email about the meetings with the board to keep us up to date.*

*Again, Peter shares frequently about his involvement with the board through both email and verbal updates.*

*Peter works well with the board, keeping them updated on what is happening in the school. He has a clear vision of where the school should be going and has solicited help from different stakeholders to ensure success.*

## 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**

Board Members 

*Peter has done well in this regard. He is always responsive to concerns and seems to have built a decent professional network on which to draw and share information .*

*Dr. Cohen has been working on creating an alumni list to try to recruite former graduates to support Charter. PTO has done a lot to connect with local restaurants to support eachother. Continuing to build relationships in the committee with support MCCPS'S overall mission.*

*Always reaching out to various organizations to network for the benefit of the school.*

Direct Reports 

*I think he has done a good job with promoting fundraisers to support the school this year. From the student success fund to the mural fundraisers I think there has been a great outcome.*

*Has brought in members of the community, including a police officer and veterans, to talk with the students during community meeting. Multiple fundraisers have been done this year to support both the school and other outside concerns (Ukraine).*

*I do not know much about any of this.*

*See above.*

*We still need to work on the fundraising end of things and what is the most effective way to achieve that goal. Peter has a good relationship with local officials and is in constant contact with DESE officials.*

## Overall Leadership and Performance

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



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



**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.**



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

