

THE WAYLAND PUBLIC SCHOOLS
FY2018 End-of-Cycle Summative Evaluation Report: Superintendent

SUPERINTENDENT: DR. ARTHUR UNOBSKEY

EVALUATORS: Jeanne Downs
 Ellen Grieco
 Nate Buffum
 Kim Reichelt
 Kathy Steinberg

I) STEP 1: ASSESS PROGRESS TOWARD GOALS

GOAL	DESCRIPTION	PERFORMANCE
1. Student Learning Goal	<i>During the 2017-2018 school year, the Superintendent will build consensus through community to address the two to three areas of highest priority. In the fall of 2018, he will lead the implementation of the first actions steps to achieve these longer term goals.</i>	5 members felt Dr. Unobskey's performance had made significant progress towards this goal.

COMMENTS:

Dr. Unobskey has made significant progress towards the implementation of this multi-year goal. Through the development of his comprehensive entry plan, Dr. Unobskey reached out to staff and parents to assess the strengths as well as areas to be improved in the Wayland schools. He worked hard to learn the Wayland culture. He was able to balance the tricky situation of not recreating the work already done with the existing UNITED goals while building on those goals to create new forward thinking action steps. The results show a commitment to student achievement at all levels.

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The School Committee would like to understand the critical thinking that went into the goal creation process as well as ensure that there is full consensus from the Administrative Council on the goals and resulting action steps that will be focused on going forward. As things change in the district as a result of the goals and action items, the School Committee would like to be informed.

GOAL	DESCRIPTION	PERFORMANCE
2. Professional Practice Goal	<i>The Superintendent will develop skills in strategy development, data analysis, and instructional leadership by completing the first year of the New Superintendent Induction Program.</i>	5 members felt Dr. Unobskey's performance met expectations.

COMMENTS:

Dr. Unobskey has worked hard in this area and has completed commitment for this Goal in terms of hours and effort toward success. He has developed a working relationship with his coach and has consistently attended meetings and completed the components of the Program. Material submitted on the New Superintendent Induction Program is summary and general. The program seems very strong. The School Committee would like to understand in detail how the Program has been helpful to the Superintendent to build a strong, mutual, consensus based, collaborative working relationship between and among all stakeholders in the District. Additionally, the School Committee encourages Dr. Unobskey to consider the comments in this review as he reflects on how the second year of the New Superintendent Induction Program will progress and he continues to grow into the position of Superintendent.

GOAL	DESCRIPTION	PERFORMANCE
3. District Improvement Goal	<i>The Superintendent will evaluate principals fairly and effectively. Specifically, he will ensure that 100% of principals reach the goal of regular and impactful post-observation conferences.</i>	5 members felt Dr. Unobskey's performance had made significant progress towards this goal.

COMMENTS:

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Dr. Unobskey has made significant progress towards achieving this goal. His effort to make the evaluation process more efficient is commendable. His walkthroughs with principals in their observation of and post-observation conferences with staff has many benefits including modeling, getting to know the staff and students, and working with the principals side by side. Through this work Dr. Unobskey has demonstrated his ability to transform state requirements into something that is powerful and useful to the district.

The School Committee understands that these changes in the evaluation process have caused some tension with the principals and has stretched them outside their comfort zone, which is both exciting and challenging. The Committee suggests that examining what other districts are doing in this area might be worthwhile. The Committee has confidence that Dr. Unobskey will maintain the collegiality of the evaluation process while making changes to it and encourages him to get help from the Administrative Council as he implements these changes.

GOAL	DESCRIPTION	PERFORMANCE
4. District Improvement Goal	<i>The Superintendent will prepare a budget for FY19 that will communicate the district's need to maintain educational improvement and fiscal responsibility.</i>	3 members felt Dr. Unobskey's performance exceeded expectations, and 2 members felt it met expectations.

COMMENTS:

Dr. Unobskey met this goal and prepared and supported an appropriate budget for FY19. Creating and evaluating the budget was an area of strength for him. Dr. Unobskey was sensitive to fiscal responsibility and made efforts to work with the Town, the school staff and the School Committee throughout the budget process. The senior administrative and building level staff indicated that they felt supported by the Superintendent in the Budget process. Dr. Unobskey was sensitive to the credibility of the Schools throughout the process. He has supported and initiated useful changes in the process to make the Budget more effective and easier next year.

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Dr. Unobskey might consider how his role serves as an advocate for robust long term School funding, particularly in reference to new programs in the schools, in addition to management of appropriated funds in a fiscally responsible way. With the changes being discussed by the Town, including the proposed financial summit for the fall, the Committee hopes the budget process will be even better next year.

GOAL	DESCRIPTION	PERFORMANCE
5. District Improvement Goal	<i>The Superintendent will work with the Assistant Superintendent, ELA/Literacy Coordinator, Special Education Director and Principals to provide effective support to kindergarten and 1st grade teachers in the implementation of the district's new phonics program (called Foundations).</i>	5 members felt Dr. Unobskey had made significant progress towards this goal.

COMMENTS:

The Foundations Program was implemented and teachers have had positive reaction anecdotally. Dr. Unobskey appropriately delegated work to the Assistant Superintendent in connection with this goal. While good progress was made this year, the goal is not yet complete. The survey of staff regarding the Foundations Program is still outstanding and the district is not sure of feedback yet. There has been no analysis of success indicators to this point. In addition, there is a logistical issue with the timing of the introduction of this program because the roll out coincided with new elementary science program.

The Committee would like Dr. Unobskey to complete the staff survey and analysis of success and challenges with program, evaluate future use and the timing issue with reference to the new science program at the elementary level.

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STEP 2: ASSESS PERFORMANCE ON STANDARDS

STANDARD I: INSTRUCTIONAL LEADERSHIP *The education leader promotes the learning and growth of all students and the success of all staff by cultivating a shared vision that makes powerful teaching and learning the central focus of schooling.*

ELEMENT	DESCRIPTION	PERFORMANCE
Element I-B-1, 1_B-3 & I-E-2	<i>Instructional Practices, Diverse Learners' Needs, and School and District Goals</i>	5 members felt that Dr. Unobskey's performance was proficient.

- a) **Indicator I-B: Instruction**: *Ensures that practices in all settings reflect high expectations regarding content and quality of effort and work, engage all students, and are personalized to accommodate diverse learning styles, needs, interests, and levels of readiness.*
- b) **Indicator I-E: Data-informed Decision Making**: *Uses multiple sources of evidence related to student learning, including state, district, and school assessment results and growth data, to inform school and district goals and improve organizational performance, educator effectiveness, and student learning.*

COMMENTS:

Instructional Practices is one of Dr. Unobskey's greatest strengths. His focus on student achievement is evident in his support of the middle school writing center and the projects the Administrative Council groups worked on. The latter did an excellent job of involving the central office staff in what is going on in the classroom and giving the building administrators a chance to focus on teaching. The School Committee would like to see these pilot programs expanded in the district. Dr. Unobskey's participation in a high school English class was an excellent way for him to learn what is going on in the classroom both in terms of teaching strategies and meeting the needs of diverse learners. It was also a great modeling tool to staff. His post-observation conferences as part of the teacher and principal evaluation process, as mentioned in Goal #1, also help ensure that teaching practices are geared towards the highest level of student achievement while being personalized to diverse learners' needs. Lastly, Dr. Unobskey's constant presence in the schools was another

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positive way he interacted with students and staff which in itself is helpful in engaging students and letting staff know the importance of their work. The School Committee would like to see more teacher work presented at its School Committee meetings.

As noted in Goal #1 above, Dr. Unobskey developed a comprehensive entry plan during his first year in Wayland and has made significant progress towards the development and implementation of a few areas for the district to focus on in the next few years. The School Committee would like to emphasize that collaboration, trust and working together towards a common goal are very special characteristics of our district. The whole is greater than the sum and it is important that everyone feels they are included in the goal development process.

STANDARD II: MANAGEMENT AND OPERATIONS *Promotes the learning and growth of all students and the success of all staff by ensuring a safe, efficient, and effective learning environment, using resources to implement appropriate curriculum, staffing and scheduling.*

ELEMENT	DESCRIPTION	PERFORMANCE
Element II-E-1	<i>Fiscal Systems</i>	3 members felt Dr. Unobskey's performance was exemplary, and 2 members felt it was proficient.

- a) **Indicator II-E: Fiscal Systems:** *Develops a budget that supports the district's vision, mission and goals; allocates and manages expenditures consistent with district- and school-level goals and available resources.*

COMMENTS:

See comments under Goal #4.

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STANDARD III: FAMILY AND COMMUNITY ENGAGEMENT *Promotes the learning and growth of all students and the success of all staff through effective partnerships with families, community organizations, and other stakeholders that support the mission of the school and district.*

ELEMENT	DESCRIPTION	PERFORMANCE
Element III-C-2	<i>Culturally Proficient Communication</i>	4 members felt Dr. Unobskey's performance was proficient, and 1 member felt it needs improvement.

a) **Indicator III-C: Culturally Proficient Communication:** *Engages in regular, two-way, culturally proficient communication with families and community stakeholders about student learning and performance.*

COMMENTS:

Dr. Unobskey has made the required effort to meet this goal and has succeeded with the community and the families of Wayland's students. He has attended regular meetings with Boston families and his written communication to the Community has improved. He showed flexibility with reference to the School Start Time issue, demonstrating his willingness to table issues if it is in the interest of the schools. Dr. Unobskey maintains high visibility and accessibility in the schools and in the community through appropriate attendance at district, school and community events.

The School Committee would like Dr. Unobskey to improve the consistency of communication with the staff, the community and the School Committee on relevant district matters - more sharing of information is better. The Superintendent should involve his senior administrators more in the communication and should ensure all employees feel appropriately included in the information flow through the district. Perhaps this can be a priority for the new assistant superintendent. Dr. Unobskey should also work to include the School Committee in the information flow, achieving a comfortable balance between ensuring the School Committee members are informed while managing to avoid excessive information.

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STANDARD IV: PROFESSIONAL CULTURE *Promotes success for all students by nurturing and sustaining a school culture of reflective practice, high expectations, and continuous learning for staff.*

ELEMENT	DESCRIPTION	PERFORMANCE
Element IV-E-1	<i>Shared Vision Development</i>	5 members felt Dr. Unobskey's performance needs improvement.

a) **Indicator IV-E: Shared Vision:** *Continuously engages all stakeholders in the creation of a shared educational vision in which every student is prepared to succeed in postsecondary education and become a responsible citizen and global contributor.*

COMMENTS:

Dr. Unobskey's development of his entry plan, as mentioned earlier, his work towards developing district goals, and his leadership in doing away with the weighted GPA at the high school have all contributed to his progress in developing a shared vision for the district. However, the School Committee feels that he could improve in this area. Specifically, the School Committee feels there is room for Dr. Unobskey to grow in the areas of collaboration, feedback and delegation. Capitalizing on resources, putting more trust in others, and bringing forward areas to work on as opposed to already formulated answers would be good ways to achieve this, particularly with the Administrative Council. It is important that both Dr. Unobskey's and the Administrative Council's perception of how the shared vision is developed be the same. Sharing more of what has gone into the thought process of getting to a point/idea/action item would help with the collaborative effort.

As mentioned earlier, the School Committee would like to emphasize that collaboration, trust and working together towards a common goal are very special characteristics of our district. The whole is greater than the sum and it is important that everyone feels they are included in the development of a shared vision. The School Committee believes that Dr. Unobskey's success in this area is critical to the success of the district going forward.

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STEP 3: RATE OVERALL SUMMATIVE PERFORMANCE – PROFICIENT

Dr. Unobskey has done a commendable job in his first year as Wayland’s superintendent. It is never easy to come into a well-established district. Change is hard for everyone – staff, administration, students, parents and the superintendent. Starting from his first day, Dr. Unobskey has brought enthusiasm, a fresh set of eyes, and a dedication to student learning and achievement to the district. His commitment to the whole student is evident in all he does.

We look forward to Dr. Unobskey’s second year in Wayland and hope that in addition to his continued excellent work in the areas of student learning, fiscal systems and operations, he will strive to improve his work in the areas of collaboration, communication, and delegation.

STEP 4: RATE IMPACT ON STUDENT LEARNING

The School Committee is waiting for the state’s direction in determining district determined measure for student learning and thus is not completing this rating.

STEP 5: ADD EVALUATOR COMMENTS

See above.