

Approved
10/21/14

**WAYLAND SCHOOL COMMITTEE
SUPERINTENDENT EVALUATION SUBCOMMITTEE MEETING**

DRAFT MINUTES
SLX

Date and Time: Friday, October 3, 2014 at 10 a.m.
Place: Wayland Town Building, School Committee Room

Present: Ellen Grieco and Malcolm Astley
Dr. Paul Stein (arrived at 11:24)

Malcolm and Ellen called the meeting to order at 10:43 a.m. when Ellen was able to arrive.

1. Election of a Chair Ellen nominated Malcolm as chair, and he accepted. Since we had not put the item on the agenda, we will plan to put the item on the next agenda and have the election at the next meeting. Malcolm agreed to take minutes.

2. Public Comment There was no public comment and no one else present.

3. Approval of Minutes of April 7, 2014 Upon a motion made by Malcolm, seconded by Ellen the Subcommittee voted 1-0-1 to approve the minutes of April 7, 2014 as written. Ellen abstained since she had not been present nor a member of the Subcommittee at the time of the last meeting.

4. Discussion of Last Year's Process for Evaluation of the Superintendent and Planning for the Current Year, 2014-2015

The Subcommittee discussed both the process last year and considerations for the current year. Ellen noted that Paul would present his goals at the next School Committee meeting on 10.6.14. She indicated that he was interested in learning about any new goals the School Committee might want him to consider for this year, and had noted the possibility of interest in continued emphasis on community outreach. She also said she found the state evaluation process to be tending to lead away from substantive matters, much like a standardized test.

After he presented his tentative goals to the full Committee and heard reaction from the School Committee, she recommended that the School Committee members be asked to provide specific feedback on the goals and be given a deadline of a week. The superintendent's perspective on the process would be sought as well at the upcoming meeting in terms of

the process's overall effectiveness. Malcolm suggested that this conversation be part of the long term process of creating feedback to go eventually to the state regarding the effectiveness of the state evaluation process and the design of best effective practices.

Ellen brought up the possible approach of "360 degree" evaluation in which staff members in a variety of roles would be interviewed regarding their perceptions of the superintendent's effectiveness and areas needing attention. She was interested, too, in whether such approaches were already in place for other staff members, noting that the superintendent did make visits to schools to seek information on administrative effectiveness from volunteering parents and staff. It was decided to ask him about the current practices in order to try to make them appropriately parallel. Malcolm cautioned that we be careful not to make the process too large or, in fact, not really useful for a highly competent superintendent, as acknowledged in the past year's evaluation.

Ellen commented that she thought such an approach made one think about oneself more carefully in terms of working effectiveness and that feedback was more well rounded through such a process. The people selected for interview would depend on the goal(s) selected for the focus of the evaluation.

It was decided to bring the matter to the School Committee along with the approach to the evaluation in general for this year. Paul would be asked how the 360 approach is currently used. Malcolm said it was important not to disempower the staff member being evaluated through such a process of interviewing subordinates or colleagues.

Issues would need to be explored by the full committee in terms of the appropriateness of applying a corporate thinking approach with a focus on a bottom line and just how or if system performance was to be used in connection with evaluating the superintendent's work.

Malcolm asked who would collect the 360 degree data, and Ellen suggested it be the members of the Subcommittee. It was agreed the full School Committee should discuss that matter.

Superintendent Paul Stein joined the meeting at the Subcommittee's invitation at 11:24. He shared an initial draft of his goals. It was agreed to make them part of the full Committee discussion on Monday. He confirmed that he did speak with volunteering staff and parents regarding the performance of staff members Dr. Stein supervised and evaluated.


Dr. Stein expressed his concern that members of the School Committee specify early in the process the measures and indicators they preferred be used in his evaluation so that he could collect the data early on and so that the measures could be mutually agreed upon as useful and reasonable.

5. Adjournment Upon the motion of Ellen seconded by Malcolm and with a vote of 2-0, the meeting was adjourned at 10:38.

Respectfully submitted,



Ellen Grieco



Malcolm Astley

Documents:

1. Agenda for meeting October 3, 2014
2. Draft Minutes of April 7, 2014 meeting of Superintendent Evaluation Subcommittee
3. Superintendent's Draft of Goals for Evaluation 2013-2014 [Sic] (Intended to be 2014-2015).
4. 2014-2015 Proposed Time Line for Superintendent Evaluation