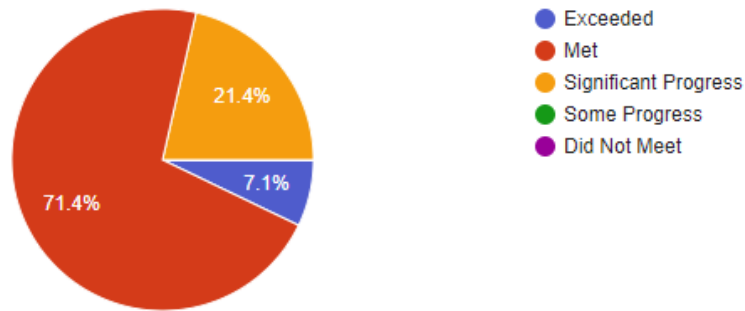


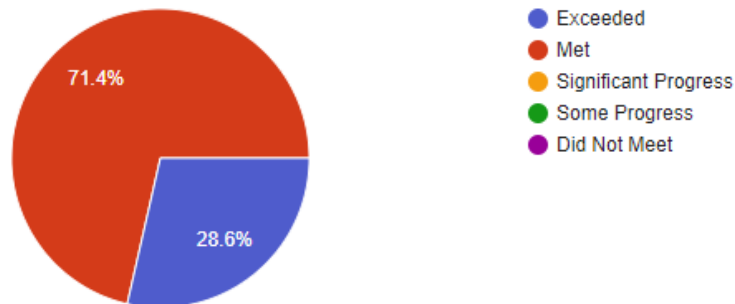
**Old Colony Regional Vocational Technical High School
2023-2024 Evaluation of the Superintendent-Director
Responses from 14 members of the District School Committee**

This section will be used to assess the Superintendent's progress toward his goals as identified at the start of the 2023-2024 school year.

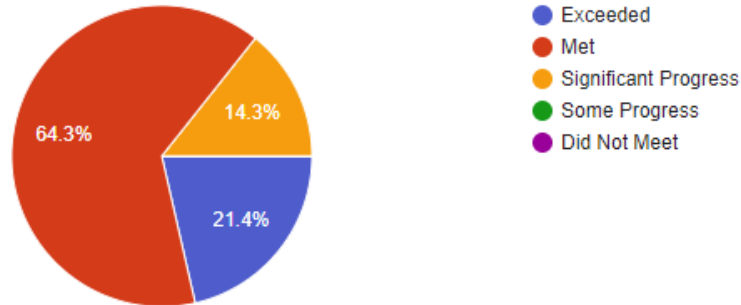
Student Learning Goal: Over the course of the school year the administrative team will devise a plan for the implementation of a Literacy Across the Curriculum Initiative scheduled for launch in September of 2024. Planning will be done in collaboration with instructional staff.



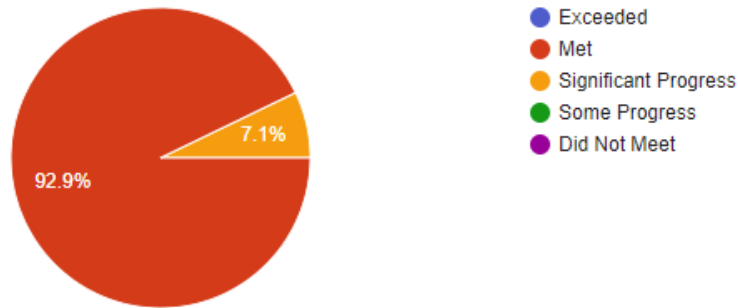
Professional Practice Goal: The Superintendent-Director will continue his professional learning through the Harvard Business School Online via completion of a course in the area of leadership, strategy, or design thinking (to be determined in Fall/Winter 2023).



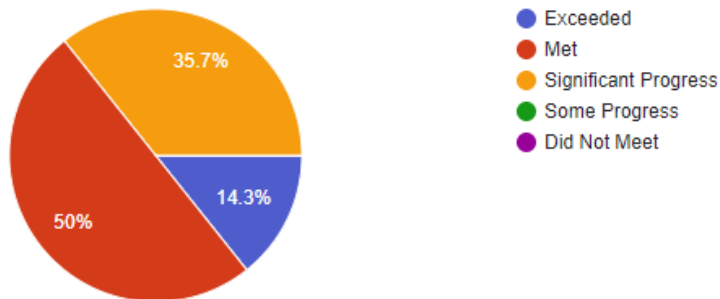
Goal 1: On August 30, 2023, Old Colony was invited into the Feasibility Study phase of the MSBA Grant Program. The Superintendent-Director will continue to guide the district through the MSBA Grant Program with a plan to select an OPM in February of 2024 and to begin work on our Feasibility Study shortly thereafter. The following dates provide an overview of the process to date. PMA Consultants and HMFH have commented on the timely and thorough preparation of the [Educational Program](#) that was assembled prior to Designer Selection with significant input from stakeholders.



Goal 2: The Superintendent-Director will work with stakeholders to successfully draft an updated District Improvement Plan for 2024-2028. This work will be completed by (or prior to) June of 202



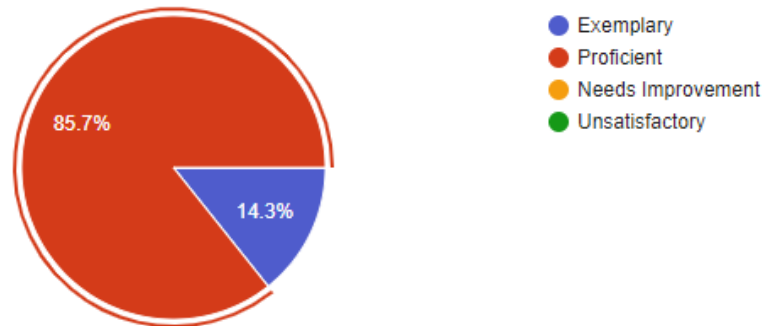
Goal 3: The Superintendent-Director will meet twice monthly with the Administrative Team to ensure appropriate supports are in place for the successful onboarding for all new staff. Part of this initiative will be successful implementation of a Teacher Expertise Model cycle and introduction of the TeachFX student engagement resource for academic and related staff.



This section will be used to assess the Superintendent's performance in Standards I-IV for the 2023-2024 school year.

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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.



Comments Pertaining to Standard I:

Mr. Polansky believes in praising all who work hard, reach for excellence, and demonstrate the great qualities OC has to offer, as evidenced by those items Aaron listed above. Whether it's all-school assemblies to showcase well-earned student and faculty awards, posting Facebook messages about alumni/school successes, or explaining to a seemingly endless stream of stakeholders and citizens alike just what our long term educational and school goals are, Mr. P is all about making clear where we've been, where we are, and where we're headed.

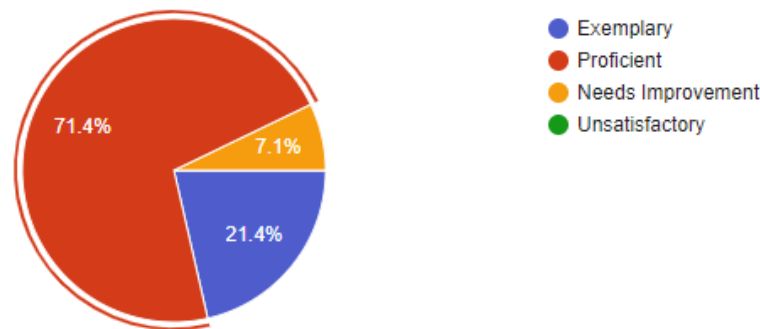
It is exhaustive to read the litany of efforts and initiatives provided by the administrative team and the district to enhance the quality of and expertise in instruction. The quality and quantity of opportunities given to staff is commendable. Whether those opportunities resulted in positive changes or even rethinking of educational stances by the instructional staff cannot be measured here. Having a staff with a united vision and methodology is certainly inviting but has it been accomplished? This goal reflects on the collaborative efforts of the administrative team led admirably and convincingly by the Superintendent-Director. How all of the initiatives provided showed their value can only be accurately assessed by the administration. Those assessments would be interesting agenda items for school committee members as we weigh their value and apply a measurable yardstick to its success.

I-B. Instruction: Superintendent-Director Polansky empowers instructional staff to seek out instructional practices through collaboration and professional development. High quality feedback is provided to staff and administrators promoting high level instructional practices. The recognition of several staff members at the State level for teaching excellence is a testament to his resilient leadership and support. Bringing back alumni and speakers as role models helps to enlighten students and staff about diverse learning needs. I-E. Data-Informed Decision Making: A variety of state and district assessments are used to identify strengths and areas for improvement. Under the direction and guidance of Superintendent-Director Polansky, multiple sources of assessments are used to implement new programs and improve upon existing ones. While working with Superintendent Polansky on the District Improvement Plan, he

brought together a diverse group of stakeholders, including students, parents, and staff. From my viewpoint, his guidance and direction are a model for others to follow.

Aaron tries hard to promote the learning and growth of all students at OC.

Standard II - Management and Operations: The education leader 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.



Comments Pertaining to Standard II:

Mr. Polansky often finds himself between the proverbial rock and a hard place. If he didn't believe so strongly in establishing a nurturing atmosphere within the OC community, some situations could easily devolve into difficult confrontations that would not be healthy for any school. It is because he has encouraged participation by, communication with, and nurturing of kindness and understanding among all elements of Old Colony's educational community, that these difficult confrontations have not occurred to the extent we see in other communities, especially considering the funding challenges we face. Transparency, communication, and caring are at the core of who Mr. Polansky is, educationally and personally. Aaron's participation on multiple state and regional oversight boards indicates his passion for his work to help everyone do a better job...at OC and everywhere. As I've said in previous years, he not only talks the talk, he walks the walk, and we are all the better for it!

HR Management and Development: Kudos to everyone recognized internally and/or externally by the state or vocational related entities. It speaks to the belief the communities have that their financial and emotional investment in Old Colony both currently and historically has been well placed. Even with the limitations of our financial standing, successful staff at all stations of Old Colony can be found.

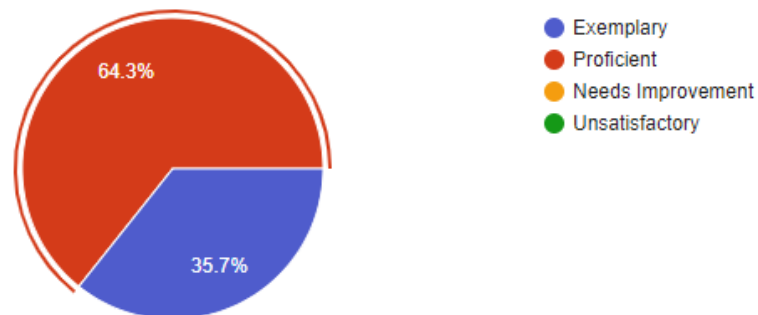
Environment: With regard to the students, the warmth of the relationship between them and staff members at all levels is clearly visible to anyone watching. Those relationships should never be understated, by that I mean it comes about naturally and without effort by all parties. Students are engaged; connected to the teachers and other staff members by their interactions and appear to thrive in the setting Old Colony provides. It is one of the reasons why our applicants for enrollment far outpace available slots. As with the previous goal's comments regarding new staff; very effort is made by an invested administrative team to bring about a successful transition for new staff. When successful, both sides of that effort need to be commended (both staff member and administration). It goes to explain

why so many of our new hires are picked off by other less ready administrations to train and invest on someone new. The comments regarding the negotiations felt incomplete to me. It did correctly identify the steps the Superintendent-Director took in ensuring the offer from the district was fair and affordable. The protracted time frame however that led to a successful contract was acrimonious at best. Portions of that acrimony did extend beyond negotiating sessions. It should remind ALL parties involved that negotiations should never be a license to allow negativity to be planted. Respect and civility should never be taken for granted and when they come into question repairing those moments don't always come immediately with a signed contract. Trust is a critical component to all relationships, fraying the borders of that sacred entity serves no one well.

II-A. Environment: Superintendent-Director Polansky is passionate about creating a learning environment for students and all staff to be conducted in a safe, efficient, and effective learning environment. He does an astonishing job including the auxiliary staff in the many important decisions he is charged to make in this area. He provides a safe environment for everyone to collaborate with each other and emphasizes the importance that all voices need to be heard. Recently the Food Service Coordinator, students, staff, and administrators all contributed to the development of the 2024-2028 District Improvement Plan. Superintendent Polansky is a champion around fostering school-wide social emotional competencies for all students. Assessing the progress was demonstrated in the many kinds of evidence shared with the committee. II-B. HR Management and Development: Superintendent-Director Polansky's enthusiasm and high energy has new employee candidates excited to be part of the team at Old Colony. He attracts candidates that share the district's mission and possesses diverse skills necessary to meet the needs of our students. Once a staff member is hired, support for new teachers through the mentoring program is provided to ensure a smooth transition. Many new hires have found success early in their professional career at Old Colony.

We can discuss further at the subcommittee meeting.

Standard III - Family and Community Engagement: The education leader 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 district and its schools.



Comments pertaining to Standard III:

Mr. Polansky's communication skills with Old Colony's educational community are excellent. He is inspired by a student-first motivation, supported by appropriate and timely data.

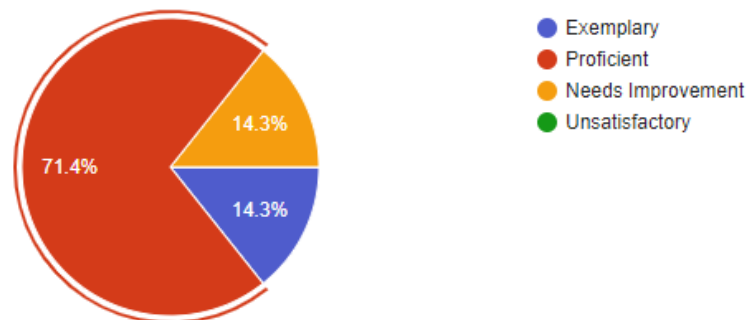
Parents and the Superintendent-Director have multiple opportunities to be engaged. It is a credit to the Superintendent-Director that he has accepted as many other positions of responsibility outside of Old Colony as he has during his tenure. Those positions do bring a greater attention to OC but they should also remind both himself and us to safeguard his and his Administrative Assistant of their respective well-being. When I was a young parent, I was told that a successful and productive education was like an equally angled triangle. The three sides of that triangle were the student, the school and the parent. Fundamentally nothing has changed in these forty years. Added stresses have exasperated the foundations of that formula but with lines of open and honest communication available, no arm of that triangle should feel weakened or frustrated by perceived vacuums of silence. Lines of communication that are constant, open and honest are critically important with all partners involved in public education. It takes work and the Superintendent-Director demonstrates that he is not afraid to be up to the task.

III-A. Engagement: On many levels, Superintendent-Director Polansky creates effective and operational partnerships between families, community organizations, and relevant stakeholders. Families are offered many opportunities to engage with school personnel and key stakeholders enabling them to contribute to the effectiveness of the school district. All participants are always welcomed and encouraged to share their thoughts with no judgement. Superintendent-Director Polansky is an active member in his professional organizations and continuously works to strengthen partnerships with community organizations and businesses. He encourages and supports staff to do the same. III-B. Sharing Responsibility: Superintendent-Director Polansky provides necessary resources to the administrative team to ensure the identification of student academic, social, emotional, and behavioral needs. Weekly meetings by administrators and guidance are conducted to address student needs to prevent further challenges. Through the administrative team and specialized support staff, Superintendent-Director Polansky ensures families understand and engage in school-based policies and resources that support student learning and development. Necessary services for all students are provided to ensure learning needs are met.

Aaron works diligently in this area to assure a positive environment with families and community organizations.

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Standard IV - Professional Culture: The education leader promotes the learning and growth of all students and the success of all staff by nurturing and sustaining a district wide culture of reflective practice, high expectations, and continuous learning for staff.



Comments pertaining to Standard IV:

Our educational community has been confronted by the inadequacy of our financial means to attract and keep strong staff candidates for a number of important staff positions. Despite some vexing deficiencies in our funding mechanism, Mr. Polansky has worked diligently to keep our committee current on the fiscal challenges we face, not only in what our towns can afford, but also the competition we face from surrounding schools, with whom we, all too often, must compete for qualified staff/faculty. He has worked vigorously to help create a school atmosphere that will help compensate for our financial challenges. The items listed above are concrete examples of Mr. Polansky’s nurturing personality for all who “live” at OC. Each, in its own way, contributes to making OC a better place to live and learn.

There are aspects of this particular goal that were referenced in previous goals. Aaron possess a finely-honed communication skill. His compassion and empathy seem at times endless. His exuberance is boundless. With all of those gifts, his patience can be tested as others catch up to the vision/directive he proposes. No one need ask him to curb his enthusiasm, just remember to temper it as others catch up at the speed and time they need. For a small school tucked into a corner of the state, Old Colony now has an unparalleled profile in the Commonwealth. Aaron has stood on the shoulders of his predecessors and leapt forward and upward from his perch. He feels the weight of that responsibility at every step. He needs to be reminded to breathe. I could not ask for more and am extremely proud to call him our Superintendent-Director.

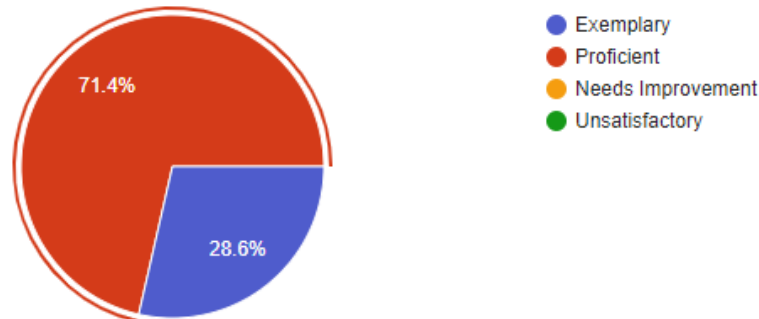
IV-C. Communications: Superintendent-Director Polansky exhibits strong written and interpersonal communication skills. National organizations seek him out to present at their conferences attended by many professionals from around the country. An article he contributed to about Diversity, Equity, and Inclusion, was featured in the national District Administrator Magazine this past year. He represents Old Colony through advocacy with local and State level legislators on important matters related to the school building project and areas of interest for the district. Beginning this year, he will serve as Vice President on the Massachusetts Association of School Superintendents and the Massachusetts Association of Vocational Administrators. IV-E. Shared Vision: Through his leadership and actions, Superintendent-Director Polansky has collaborated with school personnel, families and stakeholders to develop a shared educational vision. Old Colony has a reputation as an educational institute devoted to

student preparedness for college and careers, civic engagement, and community contributions. Delivery of information to families and member communities through a widespread of media outlets, is an important factor in getting precise information to stakeholders about a future school building project.

We can discuss further at the sub-committee meeting.

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Overall Summative Performance



Comments are recommended for any rating, but are required for an overall summative rating of Exemplary, Needs Improvement, or Unsatisfactory. If you have additional information you would like to share with the Superintendent relative to his/her performance, please use the space below to offer these insights. Your feedback is greatly appreciated and (positive or constructive) is often times the most helpful part of the evaluation process.

It's hard to guide and manage a district. It's even harder to manage the district, negotiate contracts, and go through the MSBA program at the same time. Aaron has performed well under the circumstances.

Seeking input from all facets of our communities and overall communication skills continue to be among Mr. Polansky's greatest strengths. These skills and his desire to include others in important decisions are a genuine part of who he is. He is quick to admit weaknesses and is easily willing to seek those with more expertise to move whatever process along more smoothly. The items listed by Aaron above only represent some of the blizzard of instructional responsibilities he faces daily. Staying on top of them is a serious challenge, but it is made easier because he has developed a team of like-minded and skilled administrators/teachers who understand and agree on their goal: providing the best educational experience for our students, whatever it takes. Teamwork is at the core of Mr. Polansky's educational philosophy, and it shows in his daily leadership, no matter into which category it may fall. His belief and skills in developing solid, collegial teams may never have been so clear (and needed) as in our search for our MSBA grant to remodel and/or build a new Old Colony. While he easily confesses that he is no expert in the process, he has sought out the expertise of many in other venues who have been through it and have been of great help to him and Old Colony. Keep up the great work!

Superintendent-Director Polansky is an effective leader and has built a strong leadership team who support the district's vision and its commitment to students. He ensures information is accessible to all and well-documented on the school website and other social media outlets. He provides presentations and meets with community leaders to share information pertinent for budget preparation and future

projects. Superintendent-Director Polansky is a strong advocate of inclusiveness and equity for all students and staff within the school environment. I appreciate the work Superintendent-Director Polansky has done for Old Colony RVTHS. He is always working toward bringing the school to the next level whether it be academically, vocationally or improving the school building. He doesn't shy away from a challenge and gives his all to the school and its community. Superintendent-Director Polansky has done an outstanding job in keeping member communities up-to-date about a future school building project. He has provided stakeholders and elected officials with the necessary information for them to make informed decisions and keep their community members current.

I've been on the School Committee for about a Year and I think over all Aaron does a Tremendous job! He takes the time to listen to everyone and their concerns and it shows me exactly the type of Leader for OC that he is and that we need. This is also my first time having to evaluate him and I'm still learning as I go through this process. I'm glad that we have Aaron as our Superintendent-Director!

Aaron works hard to present a positive image of OC to the families and communities. This year has had a few challenges, but Aaron has been able to overcome these challenges and continue promoting the good work done at OC.

2023/2024 has been another challenging year. The impressive successes of you and your administrative team continues to show the hard work and determination of the team. The teachers' negotiation was completed with the best interests of the school in mind. Additionally, many interviews were performed (Spec Services Director, Principal, Academic Coordinator) soliciting community, faculty and student participation. I think this a great approach and shows that everyone's opinion matters. The mentoring programs and professional development offerings for the staff have shown amazing growth in the perspectives of working with students with social/emotional needs. Additionally, expanding the programs for more challenging initiatives through honors and AP offerings while also hosting efforts to close the gaps of learning loss that has happened over the COVID years is exemplary. I do have concerns with some interpersonal occurrences over the course of this year. I would like Aaron to on focus on fostering a balance within his role of team building and accountability, focusing on allowing people to work independently with comfort. Please know, I have no doubt that Old Colony's overall wellbeing is always top priority.

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Are there areas of focus you would like the Superintendent-Director to consider as part of the Goal-Setting process for 2024-2025? If so, please share.

Mr. Polansky is currently up to date on all our goals and building progress, very good job!

2024-2025 will be a challenging year with administrative turn over. In my view, it is important for Aaron to focus on maintaining culture and providing an environment for the new principal so that they can thrive and give students the best experience possible. I feel this should be a highlighted area of focus, although I'm not sure how that affects his existing administrative goal (GOAL 3).

TO THE EXTENT POSSIBLE, I would appreciate it if you could get "some" of the information, ON WHICH WE MUST VOTE, to committee members sooner than we have received SOME of that info. I do realize that at least a portion of that information came to you at the last minute. I only mention this because I find it very challenging to review some of the information, possibly ask questions, and digest the import

of it under the existing, occasionally short time frames...before we must vote. Student Learning Goal: Met: I will be excited to see the results of this encouraging initiative. Professional Practice Goal: Met: I am pleased to see that Mr. Polansky has continued his Harvard coursework, especially since it is we at OC and our sending towns who benefit from all that he has/is learning. GOAL 1: Exceeded: It could be argued that what Mr. Polansky has done in reaching this goal is to be expected and, therefore, simply meets the standard of being MET. However, given all that is required of his basic job, the MSBA grant process contains many delicate, time-sensitive elements, requiring him to keep many plates spinning at the same time. Were it not for his excellent ability to organize, his work ethic, and ability to remain on task, I feel a less qualified person would not have been able to meet all of the requirements of his job. GOAL 2: Met: For Mr. Polansky, I suspect that meeting this goal is "almost" easy, since he came to OC with a natural knowledge of and understanding for the need to be transparent and well-organized. As his workload has increased, his organization, work ethic, and transparency have grown equally. His abilities to meet multiple deadlines...on time is a model for our staff and students. His work on the Education Plan, vital for our MSBA grant, is but one example where the content is critical to the success of receiving the grant, and I often felt I was drinking through the proverbial firehose of information as I read his reports, while wondering what it must be like writing them. However, whenever I had a question, Aaron always had understandable rationales, based on applicable data, and was happy to take the time to share/explain them. GOAL 3: Met: While Mr. Polansky graded himself as having made "significant progress" on this goal, given, the "circumstances beyond anyone's control," I believe Aaron has done all he can to meet it.

A more simplified tool for the evaluation of the Superintendent-Director would be appreciated. The annotated evidence to support the goals is exhaustive for both the author and the reader. The delineation of evaluating the Superintendent-Director and the Administrative team can become blurred in this current format.

Continue to work the next phases of the MSBA project Look at different focus Indicators for next year's evaluation. Many of the same focus Indicators have been evaluated over the last several evaluations. Some recommendations are Standard I- A, C, D, Standard II- C, D, E, and/or Standard III- C, D.

The new building; continued focus on that success is paramount for growth. I would like to see focus on staff / administrative moral. Mechanisms to solicit feedback and suggestions in a comfortable/anonymous manner. We have had lengthy conversations regarding being a building with a smaller budget, we need to gain insight to what impacts the culture / tone in the building. What makes people want to stay. Professional development of a newer administrative staff. Explore the possibilities of a new role of Co-op Coordinator.

Managing Conflict