



New Jersey School Boards Association

Headquarters: 413 West State Street, P.O. Box 909, Trenton, New Jersey 08605-0909
Telephone: 609.695.7600 Fax: 609.695.0413 Web site: www.njsba.org

TO: ALL MEMBERS OF THE MIDLAND PARK BOARD OF EDUCATION

FROM: CATHIE SOUSA, FIELD SERVICE REPRESENTATIVE

DATE: July 22, 2003

RE: BOARD GOAL SETTING WORKSHOP

Thank you for, once again, allowing me the opportunity to work with your board of education. Enclosed you will find the information compiled at our workshop. It was truly a pleasure working with you. You should all feel proud of all that was accomplished in that session.

You have realized accomplishments in many areas during the past year. You should be proud of all you have done and of the vision and goals you have set before you. I welcome the opportunity to continue to provide any service for the board that will further enhance your teamwork skills.

SOUTH OFFICE
1200 Laurel Oak Road
Suite 101
Voorhees, NJ 08043
Telephone 856.346.2500
Toll-Free 877.294.6417
Fax 856.346.4218

CENTRAL OFFICE
225 Gordons Corner Plaza
Suite 1H
Manalapan, NJ 07726
Telephone 732.446.5090
Toll-Free 877.294.6418
Fax 732.446.1125

NORTH OFFICE
195 Fairfield Avenue
Suite 4B
West Caldwell, NJ 07006
Telephone 973.403.3434
Toll-Free 877.294.6416
Fax 973.403.0664

Midland Park

Goals 2003

ACHIEVEMENTS

- ★ Policy Manual on-going
- ★ Liaison to Town Council established
- ★ Committee communications
- ★ Passed referendum
- ★ Passed budget
- ★ Improved communication among committees
- ★ Student performance on stand tests addressed
- ★ World language in elementary school
- ★ Technology Plan on target – still need coordinator
- ★ Successful administrative team established at high school
- ★ Public relations efforts newsletters/etc.

CRITICAL ISSUES

- ⌂ Communication/perceptions
- ⌂ Involvement of community
- ⌂ North Haledon uncertainty
- ⌂ Perception of disparity in high school course offerings (college prep vs honors)
- ⌂ Special Education monitoring
- ⌂ Improve K-2 Reading Program
- ⌂ Implementation of construction program
 - oversight
 - financial oversight
 - communication

OBSTACLES

- Budgeting constraints/revenues
- Uncertainty of North Haledon
- Perception of the impact of the North Haledon issue on the construction project

STRENGTHS

- Y Administration
- Y Good relationships
 - Board/Administration
 - Administration/Staff
 - Staff/kids
 - Community
- Y Active support groups
- Y Proactive Board of Education

GOAL AREAS

Communication – To evaluate what is currently done and can be enhanced, as well as identify and implement methods that can be added in our communication methods to keep our community well-informed and

Budget – Develop a budget to meet the educational needs of our district that can be supported by the community

Implementation of construction program to include oversight of the project development, financial oversight and regular communication with all stakeholders on the progress of the project (another fulltime job for Lou!)

Successful Special Education monitoring

Improve K-2 Reading Program

Complete Policy review/revision by Sept. '03



New Jersey School Boards Association

Headquarters: 413 West State Street, P.O. Box 909, Trenton, New Jersey 08605-0909
Telephone: 609.695.7600 Fax: 609.695.0413 Web site: www.njsba.org

TO: ALL MEMBERS OF THE MIDLAND PARK BOARD OF EDUCATION
FROM: CATHIE SOUSA, FIELD SERVICE REPRESENTATIVE *Cathie Sousa*
DATE: August 4, 2004
RE: BOARD GOAL SETTING WORKSHOP

Thank you for, once again, allowing me the opportunity to work with your board of education. Enclosed you will find the information compiled at our workshop. It was truly a pleasure working with you. You should all feel proud of all that was accomplished in that session.

I know that your board is committed to providing superior education for your students and I believe that you are headed in the right direction. The results of your efforts should help to focus the board as you define the direction for the district in the upcoming year.

I welcome the opportunity to continue to provide any service for the board that will further enhance your boardmanship skills.

SOUTH OFFICE
1200 Laurel Oak Road
Suite 101
Voorhees, NJ 08043
Telephone 856.346.2500
Toll-Free 877.294.6417
Fax 856.346.4218

CENTRAL OFFICE
225 Gordons Corner Plaza
Suite 1H
Manalapan, NJ 07726
Telephone 732.446.5090
Toll-Free 877.294.6418
Fax 732.446.1125

NORTH OFFICE
195 Fairfield Avenue
Suite 4B
West Caldwell, NJ 07006
Telephone 973.403.3434
Toll-Free 877.294.6416
Fax 973.403.0664

ACHIEVEMENTS

- ★ Policy review/revision complete
- ★ Special Education monitoring is on-time/on-target
- ★ Hired Reading Specialist
- ★ Adopted new reading curriculum
- ★ Developed effective budget through not supported by community
- ★ Construction project progressing as best as possible

Communications

- ★ PR committee put additional efforts into getting information
- ★ Sports teams did well
- ★ 100% of Seniors graduated
- ★ Administration negotiation completed
- ★ State monitoring successfully completed

- ★ Student Achievements
(i.e. Blounstein scholars)
- ★ Teacher Achievements
(advanced degrees)
- ★ Support of parent groups
(Cultural Awareness)
- ★ Improved relationship with Mayor & Council
- ★ Reassessment of outside services
- ★ Improvements to baseball field
 - gym floor at High School

ON-GOING

- Construction project
- Website development
- Special Education monitoring
- Implementation of curriculum changes
 - Reading
 - Looping
 - Report card changes
- North Haledon “issue”
- Budget that community can support

CRITICAL ISSUES

- 💣 **Teacher Negotiations**
- 💣 **Budget**
 - new legislation
 - getting it passed
- 💣 **Construction**
 - on-going during school
 - communications
 - re-bidding of High School
 - safety
- 💣 **Increase in Special Education students**
- 💣 **Increase in Special Education costs**
- 💣 **Decreasing parent involvement in elementary PTA's (more parents working)**
- 💣 **Filling High School Vice Principal position**

OBSTACLES

- ☑ Lack of \$ / "Fund challenged"
- ☑ Legislative mandates
- ☑ State Supreme Court

STRENGTHS

- Y Our Superintendent
- Y Our Business Administrator
- Y Administrative Team
- Y Board members' commitment
- Y Internal communication of BOE
- Y Small town atmosphere
- Y Teaching and Support Staff value
Superintendent & then the BOE
- Y Commitment to goal setting
- Y No overriding personal agendas
- Y Student body

GOALS

✓ To successfully complete negotiations with teachers by June 30, 2005

NEGOTIATION

✓ Major completion of construction project by September, 2005

B + G

✓ Build budget within "new rules" and gain community support

FIN

✓ To develop an effective website to keep stakeholders informed

P.R.

✓ To review / assess programs and delivery of instruction at High School with recommendations to the BOE by Spring 2005

CURR.

✓ To increase parent involvement on the K-2 level (consider reestablishing PR committee)

PR

✓ Implementation/assessment of:
Reading Program, Looping, Report Card changes

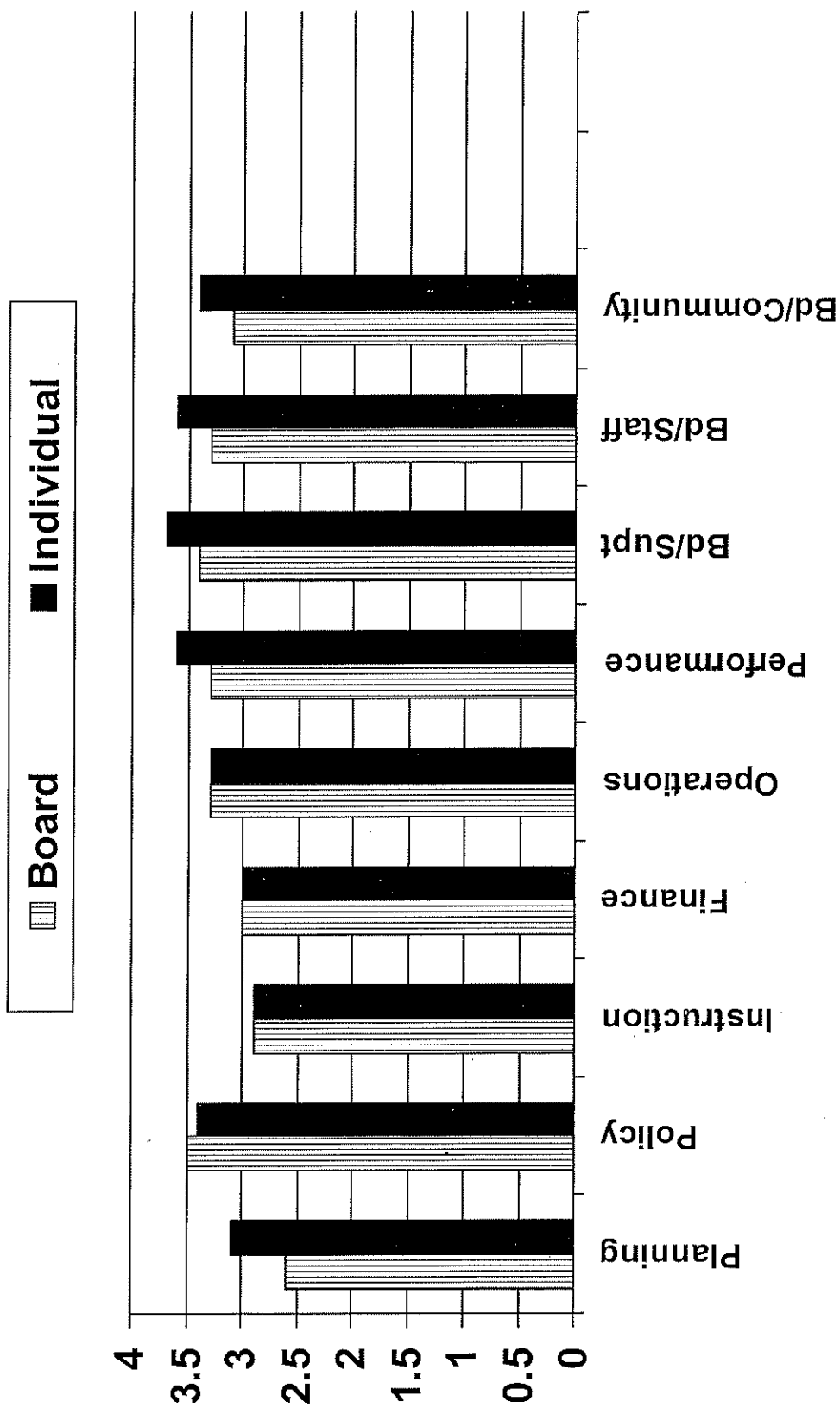
CURR

MAINTAIN AND
REUSE

fol.

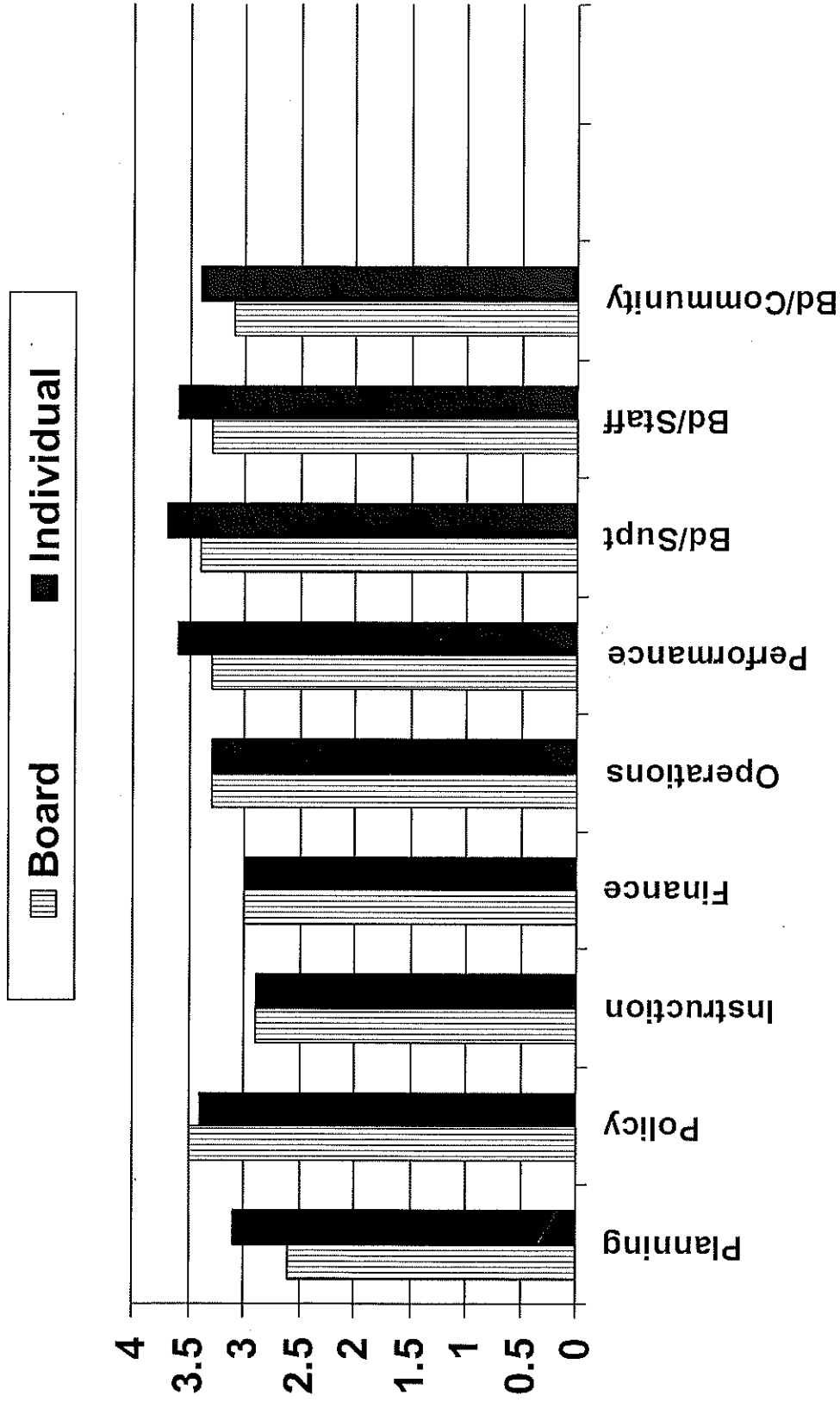
Midland Park Board of Education

2004-2005 SELF-EVALUATION



Midland Park Board of Education

2005-2006 SELF-EVALUATION



MIDLAND PARK

2005 Self Evaluation

NJSBA



I. PLANNING

<i>About the Board</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Don't Know	Average 2.6
Our Board:						
1. with broad community input, established a district wide vision, mission and multi-year plan for education.		2	5			2.3
2. plans, sets goals/objectives and establishes priorities annually.		5	2			2.7
3. involves the community appropriately in district planning.	1	2	4			2.6
4. regularly monitors progress towards achieving the district's vision, mission and goals making adjustments as needed.		4	3			2.6

<i>About You, the Board Member</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Average 3.1
As a board member, I:					
1. participate fully in the district planning process		4	2		2.7
2. recognize the importance of meaningful public participation in the planning process.	2	3	1		3.2
3. support the district vision, mission and goals.	2	4			3.3

COMMENTS AND EXAMPLES:

Need to plan with longer timeframes. Passed our bond referendum and buildings will be completed this fall. Where are we going from here?

Taking the initiative to plan is what differentiates a good Board from a great Board and would/should strive for more efforts in this respect.

Follow through is a problem when we set goals.

II. POLICY

<i>About the Board</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Don't Know	Average 3.5
Our Board:						
1. operates as a "policy-making body."	4	3				3.6
2. develops broad policies that give the administration sufficient authority to manage the day-to-day operations.	4	2	1			3.4
3. uses written policies as part of the decision-making process.	5	2				3.7
4. reviews and updates the policy manual regularly	5	2				3.7
5. provides for staff and public input during policy development when appropriate.	3	4				3.4
6. ensures that the administration develops appropriate procedures to implement the board's policy intent.	3	4				3.4

<i>About You, the Board Member</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Average 3.4
As a board member, I:					
1. am familiar with the board's policies	2	3	1		3.2
2. use board policy as a basis for decision-making.	4	1	1		3.5
3. leave policy implementation to the administrative staff	2	4			3.3
4. avoid involvement in day-to-day operations of the district	4	2			3.7

COMMENTS AND EXAMPLES:

One of our strong areas from Board and administration!

The value of the long process that we finished recently regarding updating our policy will be lost if we don't continue to monitor/review it.

III. INSTRUCTIONAL PROGRAM

About the Board	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Don't Know	Average 2.9
Our Board:						
1. determines the district educational goals.		4	2		1	2.7
2. requires written curriculum with specific evaluation components in accordance with all statutes.	3	2	2			3.1
3. requires systematic evaluation of and feedback on the instructional program.	2	1	3		1	2.8
4. uses the expertise of the professional staff, and in certain instances, the public, in development of curriculum.	1	5	1			3.0
5. monitors the effectiveness of our instructional programs by measuring student achievement against state and local standards.	1	3	3			2.7
6. uses our agenda planning process to ensure our focus is on educational issues.	2		3		2	2.8
7. sets high standards for <u>all</u> students based on multiple assessment measures.	2	3	1		1	3.2

About You, the Board Member	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Average 2.9
As a board member, I:					
1. am involved in determining district educational goals.		3	3		2.5
2. am aware of the community's educational aspirations.	1	3	2		2.8
3. focus on student outcomes in my educational decision-making.	3	3			3.5

COMMENTS AND EXAMPLES:

Elementary grades need updating in curriculum. The Board should set higher standards with a process to evaluate changes, such as trimester learning with report cards. Has it been effective?

I believe that the change in some of the personnel will continue to revitalize this area.

The ideas behind the instructional seem to be completed before Board member input.

IV. FINANCE

<i>About the Board</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Don't Know	Average 3.0
Our Board:						
1. exercises financial oversight of all aspects of district operations in accordance with statutes.	3	3	1			3.3
2. provides policy guidelines and parameters, related to our goals, for budget development/evaluation.	2	3	2			3.0
3. requires that all requests for unbudgeted expenditures be accompanied by specific indication of need and funding sources.	1	2	4			2.6
4. balances the educational needs of students with the impact of budgetary increases.	2	4	1			3.1
5. reviews, understands and evaluates all financial reports [including the audit] to ensure that all educational dollars are used in an efficient and effective manner.	3	1	2	1		2.9

<i>About You, the Board Member</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Average 3.0
As a board member, I:					
1. understand the relationship between our budget and our district's goals.	2	3	1		3.2
2. understand and participate in our district's budgeting process.	1	4		1	2.8
3. understand and review the monthly reports.	1	4	1		3.0
4. understand and review the results of the annual audit.	1	3	2		2.8

COMMENTS AND EXAMPLES:

Finance committee runs budget – not enough input from rest of Board. It takes longer but more than 3 Board members should be involved. Not Finance Committee – committee chairs that was involving whole Board.

Continue full representation in the process, by ensuring that the Finance Committee members are involved in other diverse committees and their impact.

V. BOARD OPERATIONS

<i>About the Board</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Don't Know	Average 3.3
Our Board:						
1. holds our meetings in compliance with applicable statutes, policies and bylaws.	4	3				3.6
2. provides for free, open and orderly discussion by all members at our meetings.	6	1				3.9
3. develops and uses skills in teamwork, problem solving and decision-making.	3	3		1		3.1
4. uses good decision-making processes, acting only after all appropriate information has been received & studied.	3	2	2			3.1
5. acts only after giving administration time to gather information and make recommendations.	3	3	1			3.3
6. respects the administration's leadership by thoughtfully deliberating on recommendations	3	2	2			3.1
7. provides time, funding and opportunity for orienting and updating our members on local, county and state levels.	3	2	2			3.1
<u>Our board method of governance:</u>						
8. contributes to the overall effectiveness and efficiency of the board.	3	1	1			3.4
9. has clearly defined bylaws	4	3				3.6
10. lessens the total work of board members	4	2	1			3.4
11. ensures appropriate communication to the board	1	3	2	1		2.6

<i>About You, the Board Member</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Average 3.3
As a board member, I:					
1. introduce new issues through the agenda process, allowing sufficient time for appropriate study.	1	3		1	2.8
2. recognize the importance of teamwork, problem solving and effective decision-making.	4	2			3.7
3. attend workshops to increase my effectiveness as a board member.	3	2	1		3.3

COMMENTS AND EXAMPLES:

More topics need to be discussed by full Board. With an increase in new Board members need to help them learn faster by full Board group discussion.

One of the areas that the Board and administration should feel good and proud of.

As a Board member other than the president I have little or no input for an agenda item.

VI. BOARD PERFORMANCE

About the Board	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Don't Know	Average 3.3
Our Board Members:						
1. recognize that authority rests with the board as a whole, sitting in a legally authorized board meeting.	2	3	2			3.0
2. make every effort to attend all board meetings, coming prepared and having done their homework.	3	1	3			3.0
3. recognize the need for, and the importance of, confidentiality.	2	3	2			3.0
4. work together in an atmosphere of mutual trust and respect.	4	2	1			3.4
5. ensure that all members have input into decisions.	5	2				3.7
6. avoid even the appearance of impropriety or conflict of interest.	3	2	2			3.1
7. operates in accordance with the board member's Code of Ethics and Ethics Act.	5	2				3.7

About You, the Board Member	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Average 3.6
As a board member, I:					
1. make no personal promises nor take any private action.	4	2			3.7
2. make every effort to attend all meetings, having done my homework and prepared to contribute.	5	1			3.8
3. maintain the confidentiality of board proceedings.	3	3			3.5
4. listen to everyone at our meetings with an open mind.	1	5			3.2
5. adhere to ethical standards.	5	1			3.8

COMMENTS AND EXAMPLES:

VII. BOARD/SUPERINTENDENT RELATIONSHIPS

<i>About the Board</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Don't Know	Average 3.4
Our Board:						
1. respects the management responsibilities and administrative prerogatives of the superintendent.	4	2		1		3.3
2. works with the superintendent in a spirit of mutual trust and confidence.	2	4	1			3.1
3. maintains ongoing open lines of communication, and observes the chain of command.	4	2	1			3.4
4. keeps the superintendent informed about community/school issues and aspirations.	6	1				3.9
5. conducts a comprehensive and fair annual evaluation of the superintendent in accordance with statute/code/case law.	5	2				3.7
6. works with the superintendent to develop performance objectives for evaluation that are consistent with district goals and in compliance with district policy.	3	3	1			3.3
7. requires regular dialogue on progress towards goals and objective, and feedback on performance.	1	5	1			3.0

<i>About You, the Board Member</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Average 3.7
As a board member, I:					
1. respect the management responsibility of the superintendent.	5	1			3.8
2. observe the chain of command.	3	3			3.5
3. participate fully in the superintendent evaluation process approaching the task of evaluation fairly and diligently.	4	2			3.7

COMMENTS AND EXAMPLES:

We are fortunate to always have a good relationship.

VIII. BOARD/STAFF RELATIONSHIPS

<i>About the Board</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Don't Know	Average 3.3
Our Board:						
1. provides effective personnel policy direction and oversight.	1	5	1			3.0
2. recognizes the importance of staff development and provides the necessary time and funds.	3	4				3.4
3. provides for public recognition of staff achievements	3	3	1			3.3
4. treats district staff with courtesy and respect, recognizing that the appropriate channel for board/staff communications is through the superintendent	4	3				3.6
5. ensures that our actions and decision are quickly and effectively communicated to the staff	2	5				3.3

<i>About You, the Board Member</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Average 3.6
As a board member, I:					
1. communicate all concerns about staff members to the superintendent.	4	1	1		3.5
2. use and enforce the chain of command.	4	2			3.7
3. am visible – participating in school and community activities.	4	2			3.7

COMMENTS AND EXAMPLES:

IX. BOARD AND COMMUNITY

<i>About the Board</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Don't Know	Average 3.1
Our Board:						
1. acts as representatives of the entire district.	2	4	1			3.1
2. anticipates community issues and trends effecting our district.	3	4				3.4
3. encourages community attendance, participation and input.	2	4	1			3.1
4. promotes community use of school facilities.	5	1	1			3.6
5. builds partnerships with the community, business and governmental leaders.	1	3	3			2.7
6. provides opportunity for meaningful parental involvement.	3	3	1			3.3
7. has an effective community relations program.	2		2	2	1	2.3

<i>About You, the Board Member</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Average 3.4
As a board member, I:					
1. make my decisions based on what is best for the entire district.	3	3			3.5
2. listen to, and consider, community opinions while guarding my statutory decision-making authority.	2	4			3.3
3. promote the positive image of the district within the community.	3	3			3.5

COMMENTS AND EXAMPLES:

We need a real community relations program. Do not have one.

IDENTIFYING THE CHALLENGES FACING YOUR DISTRICT AND DEVELOPING SOLUTIONS

Challenges and Solutions

Our board faces these important challenges:

- Small district, growing budget.
-
- Our challenges all always based on dollars – we will soon no longer be able to make lemonade from all the lemons the state sends us.
-
- Strategic plan development – vision, goals, objectives, activities, assessment.
-
- Communication/approval.
-
- Finances.
-
- Facility completion.
-
- Develop a community wide program.
-
- Improve our parent involvement.
-
- Curriculum needs updating across grade level and then from grade to grade.
-
- Finding funding sources to reduce reliance on community members.
-
- Completing the building projects on-time and within budget.
-
- Revitalizing the curriculum.
-
- Changes in administrative personnel.
-
- Encourage more involvement/input from community.
-
- A poor relationship with the town government on the vital issue of school funding.
-
- A massive growth in identified student body has massive impact on community funds.
-
- The completion of the building project with community acceptance.
-
- Funding/passing school budget.
-
- Re-organization of administration.
-

- Re-inventing the high school initiative.
-
- Accountability to the public which is somewhat linked to the school budget.
-
- Anger management.

We can begin to meet those challenges by:

- Looking for other avenues for source of funds.
-
- Understanding where we are today?
-
- Where do we want to be in the future?
-
- What do we need to focus on today, in order to make it more likely we will be where we want to be in the future. (long-term vision and day to day tactics)
-
- Involving stakeholders with understanding of new directions/purpose.
-
- Data driven fact as it relates to school needs specifically justifying costs.
-
- Promote family events within the school. Administrators need to be more accessible.
-
- We need to develop a checks and balances, data collection. Why are reading scores down? Elimination of kindergarten readiness program whole language, less parent involvement in school and reading to their kids? Can't fix when we don't know why! I have no idea!
-
- Maintain the good and close working relationship with administration and construction professionals.
-
- Follow through with initiatives in place, tracking goals and continuing to review.
-
- Ensuring clear understanding of performance expectations.
-
- Invite various groups to address/brief Board on key issues, especially via our liaisons.
-
- Become more politically active in removal of the council problems.
-
- Working with the appropriate government bodies to change the present funding rules.
-
- Keep the overview team on top of the builders. Pray a lot.
-
- Continuing to improve communication techniques, website, technology and public relation efforts.
-
- Receiving updates on the efforts associated with the re-organization and the re-inventing.
-
- Learning how to channel our emotions into an appropriate method of expression.

QUANTIFICATION OF RELATIVE VALUE

Common Elements in Successful Boardsmanship

One method of establishing a benchmark for your performance growth and improvement is to evaluate the relative importance you place on these areas that research has confirmed as being critical for effective boardsmanship. Please review the individual categories measured by this evaluation; looking at these categories, how important / significant do you feel each is to your board's overall effectiveness and success? Check the number that most closely illustrates the value you put on this segment of boardsmanship.

	Vital 4	Very important 3	somewhat important 2	not important 1	Average 3.4
I. PLANNING: The board is a planning body, focusing on the district vision, mission and goals	5	1	1		3.6
II. POLICY: The board is a policy-making body, focusing on the development, review and revision of policy	4	3			3.6
III. INSTRUCTIONAL PROGRAM: The board sets the educational objectives for the district, requiring written curriculum and systematic evaluation.	2	5			3.3
IV. FINANCE: The board provides financial oversight for budget development and evaluation, program support and equity.	4	3			3.6
V. BOARD OPERATIONS: The board operates through bylaws and effective meeting procedures, using good decision-making skills.	2	5			3.3
VI. BOARD PERFORMANCE: The board exhibits good boardsmanship in areas of confidentiality, listening skills, preparedness, conflict management	3	3	1		3.3
VII. BOARD / SUPERINTENDENT RELATIONSHIPS: The board knows and respect the differences in roles and responsibilities, maintaining good communication and interaction between the board and the superintendent.	3	3	1		3.3
VIII. BOARD / STAFF RELATIONSHIPS: The board has effective personnel policies and pays attention to issues of staff development appropriate communication and recognition of staff accomplishments.	2	5			3.3
IX. BOARD AND COMMUNITY: The effectively represent and communicates with the public, involving the community in district planning and goal setting.	3	3	1		3.3

District Goals

To complete the hiring for the administrative team and then hold a team building workshop once everyone is “on-board.”

To implement facility improvements in the '08-'09 budget and plan and prioritize facility projects and future funding.

To enhance communication to include:

- Website information
- Student representative on the board
- Board liaisons

To establish new baselines of student performance in accordance with State standards and develop an improvement plan including all subgroups.

Board Goals

To successfully complete negotiations with three groups or one newly formed group.

To coordinate with Strauss-Esmay to insure all policies are current for NJQSAC review.

To complete board self-evaluation and develop a board professional development plan in accordance with NJQSAC.

GOAL SETTING

**Midland Park Board of Education
June 23, 2009**

Pride and Accomplishments

- Hiring of administrative team, team-building workshop
 - Chief School Administrator
 - Business Administrator
 - Buildings & Grounds manager
 - Building-level administrators
- Technology improvements; work of the technology committee
- Student Representative to the board of education
- Communications improvements:
 - “Chalkboard”
 - E-blasts
 - Good press
- Successful GSAC review
- Board self-evaluation
- Successful contract negotiations
- New programs: elementary World Language, summer math
- Passed budget
- Foreign teacher program (one of only four in the US!)
- Math Club

Challenges

- **Successful initiation of new staff and new positions**
- **Technology: training and full acceptance/usage**
- **Maintenance of facilities**
- **Public perception of public education and school boards in general, throughout the state and region**
- **Projected cost increases, budget issues**
- **Substance abuse, policy**
- **Board- staff/administration relations**
- **Tracking progress and fully utilizing the five-year Strategic Plan**

Goals

(District)

The board adopts district-wide goals and performance measures that reflect that highest priority is given to student achievement

1. Execute and implement the Technology Plan:

- a. Fiber optic infrastructure
- b. IEP, accounting and maintenance programs
- c. Staff training and usage

2. Address Math performance

Benchmark similar districts

3. Improve facilities maintenance through revised plan

Goals **(Board)**

Board goals constitute a professional development improvement plan directed towards increasing knowledge and skills in policy making and governance for members of the board

- 1. Charge board committees to propose new sources of revenue and cost-cutting proposals**
- 2. Hold a governance workshop to improve board function and teamwork**
- 3. Successfully complete contract negotiations**

Next Steps

- Goals are formalized, Action Plans developed by Superintendent and shared with the Board
- Board develops Action Plans to achieve Board goals
- Board formally adopts final version of Goals and Action Plans (by September)
- (No less than) quarterly updates on progress toward goals from Superintendent

GOAL SETTING

Midland Park Board of Education

Presented at the BOE Meeting of December 7, 2010



Pride and Accomplishments

- *Hiring a Superintendent*
- *Recent hires*
- *Upgraded technology*
- *Keeping programs despite funding cuts*
- *Commitment of faculty*
- *Pride, values, character*
- *Student scholars, recognition*
- *College placements*
- *Sports achievements*
- *Passing the budget, community support*
- *Active associations: PTA, Boosters, MPPEF*
- *Music, theatre arts*



District Challenges

- *Funding*
- *Facilities*
- *Maintaining existing programs*
- *Transition of new staff*
- *Improving student performance*
- *Perception (high school)*
- *Government mandates*
- *Technology: staying current with hardware, training, staff*
- *Course offerings*
- *Need for Director of Curriculum*



Key Indicators of Success

When we move these measurements in a positive direction, we know we are succeeding.

- *Test scores*
- *Graduation rates*
- *Pursuit of further, advanced education*
- *Variety of programs offered*
- *Adequate Yearly Progress*
- *Character/values/pride*
- *Attendance rates: students and staff*
- *Class sizes*
- *Participation in extracurricular activities*
- *Student/teacher ratio*



District Goals, 2010-2011

The board adopts district-wide goals and performance measures that reflect that highest priority is given to student achievement.

- *Improve student achievement results by further aligning curriculum, data measures, and classroom instruction to state standards.*
- *Align district resources to address critical facility improvement needs.*



Board of Education Goals, 2010-2011

Board goals constitute a professional development improvement plan directed towards increasing knowledge and skills in policy making and governance for members of the board.

- *Evaluate the administrative structure of the district for future effectiveness.*
- *Evaluate the effectiveness of the board's committee system and implement improvements as necessary.*
- *Adopt an annual evaluative process that improves board and district accountability and performance.*



Next Steps

- *Goals are formalized and Action Plans are developed by Superintendent and shared with the Board;*
- *Board develops Action Plans to achieve Board Goals;*
- *Board formally adopts final version of Goals and Action Plans;*
- *(No less than) quarterly updates on progress toward goals from Superintendent.*





New Jersey School Boards Association

MEMORANDUM

To: Midland Park Board of Education

From: Alfred Annunziata, Field Service Representatives

Date: September 19, 2012

Re: BOE evaluation and Goal Setting Workshop

Nine (of nine) members of the board of education, the business administrator, superintendent met to review the results of the *Board Self-Evaluation* and participate in a *Goal Setting* workshop (principals joined us) on **Tuesday, August 18, 2012 from 7:00 – 8:30 p.m.**

We began with a review of the compiled board self-evaluation for 2011-2012. The compiled evaluation indicates that the board has many areas of strength and is performing at an effective level. It should be noted that scores were 3.0 or higher in all areas except planning. Opportunities for growth for the full board were identified in **planning** (*with broad community input, established a district wide mission statement and multi-year plan for education; plans, and collaboratively sets district and board goals and establishes priorities annually; reviews Action Plans developed to support the goals; and regularly monitoring the progress toward the achievement of the district goals*), **student achievement** (*requires systematic evaluation of and feedback on the instructional programs; uses expertise of the professional staff, in development of curriculum, insuring it is focused on student achievement*), **board operations** (*develops and utilizes skills in teamwork, consensus building, collaborative problem solving and decision making; respects the administration's leadership by thoughtfully deliberating on recommendations*), **board performance** (*work together in an atmosphere of mutual trust and respect*), **board and superintendent relationships** (*respects the management responsibilities and administrative prerogatives of the superintendent*), **board and community** (*has an effective community relations program*).

We had a brief discussion regarding the goal-setting process, NJQSAC requirements, and identified the difference between District Goals, Superintendent Goals, Merit Goals and Board of Education Goals. We reviewed the goal-setting packet and several aspects of the state's educational reform initiatives, including the NCLB waiver which has led to the development of Priority, Focus and Reward Schools (and interventions necessary), the Turnaround Principles, Regional Achievement Centers (RACs), the Common Core State Standards and the new teacher evaluation system. There are numerous handouts in your goal-setting packet and I hope they will be a valuable resource in the upcoming year.

The board recognizes that the development of the Action Plans for District Goals is the responsibility of the superintendent. The board then holds the superintendent accountable for progress toward the achievement of those district goals in the annual evaluation process.

We began with brain-storming on the accomplishments of the school/district over the past year, what's in progress and needs to be continued, and what needs immediate attention:

What's wonderful . . .

- ✓ Collaborative hearing impaired Program
- ✓ Success at passing budgets
- ✓ Manages funds effectively
- ✓ Public participation is high
- ✓ Parent groups (PTA and Ed Foundation) are very active/supportive
- ✓ Elementary Enrichment program for G&T students is successful
- ✓ Re-established curriculum Office to align with NJSOE and Common Core State Standards
- ✓ Improved instruction with small groups/differentiation
- ✓ Use of data analysis to guide instruction and implementation of benchmark assessments
- ✓ Successful Athletic programs
- ✓ Performing arts program
- ✓ Improved ranking for HS in NJ Monthly- up 48 places!
- ✓ Increased number of AP rests taken
- ✓ Strong Character Education programs K-12
- ✓ Strong Collaboration between all stakeholders- parents, community, staff, BOE and administration
- ✓ Personal attention/engagement of staff fro individual students
- ✓ Strong parent-teacher communication
- ✓ Strong staff attendance at student activities
- ✓ Improved use of technology- including website
- ✓ Increased use of electronic communication- including "e-blasts"
- ✓ Adopted new student management system- PowerSchool that integrates better with NJSMART
- ✓ Ahead of curve on teacher evaluation program (Danielson/Teachscape)- district committee in place and training programs underway

What's in progress and needs to be continued . . .

- Improving Middle School Program - Honors, add clubs and athletics
- Integrating technology in instruction/reporting (see BG #1 and #2)
- Continue to refine curriculum and develop updated 5 year cycle
- Facilities Improvement (see BG #1)
- Continue to use data for measuring student achievement (see DB #1)
- Working with NJSMART (see DG #1and #2)
- Engaging and informing all parents in the district (see BG #2)
- Improving Special Education programing
- Further improvements in High School ranking (see DG #1and #2)
- Improving character development program with community

What needs immediate attention . . .

- Facilities (see BG#1)
- Public relations within Midland Park Community (see BG #2)
- Improve pride in our schools/district (see BG#2)

Midland Park District and Board Goals for 2011 – 2012

The board and administration previously discussed the progress of board and district goals.

We then began a discussion regarding Board of Education Goals for 2012 – 2013 and developed the following:

Midland Park District and Board Goals for 2012 – 2013

DISTRICT GOALS

- 1. Continue addressing student achievement results seeking to improve student grade level cohort performance with a focus on Student Growth Percentile measures (SGP). Emphasis will be placed on student cohort/content areas identified through analysis of state benchmark assessments and in-district formative assessment results. (action plans will contain excepted succeed levels and content areas)**
- 2. In compliance with the TEACHNJ Act, address the level of instructional accountability in the classroom through the use of Danielson/Teachscape in the observation/evaluation process and standardizing student expectations to insure consistency among course cohorts as needed.**
- 3. Devise and implement an action plan to prepare for the MPEA negotiations process. (The action plan will include activities/dates/timelines/indicators of success).**

BOARD GOALS

- 1. The board will construct and propose a facilities referendum for schools.**
- 2. The board will improve the district's community outreach and community relations.**

Next steps . . .

The superintendent will develop Action Plans for each of the District Goals and will review them with the board in Sept./Oct. along with CSA goals and action plans. **The board also needs to develop a Professional Development Improvement Plan for the board goals.** Please review the Sampling of NJSBA Programs (contained in your Goal Setting packet & also attached) to identify additional programs in which you would like to participate. These can be used when completing the Professional Development Improvement Plan for the board's goals.

District and board goals should be **formally approved** and the action plans should be **formally accepted** at a future board of education meeting Sept./Oct. After which the **district goals should be posted on the district website.** Dates for periodic updates on progress toward achievement of these goals (district and board of

Midland Park School District Goal-Setting 2012

education) will need to be established, along with completing the Evaluation Process Calendar. This reporting out process will keep the board and community informed and assist you in achievement of your identified goals. The final step will be evaluating the superintendent (in March/April 2013) on progress toward achievement of the district goals.

Attachments to this memo will include:

- District Goal Action Plan template (blank)
- Professional Development Improvement Plan (blank)
- Evaluation Process Calendar (blank & suggested time-frames) for the Superintendent and Board Self-Evaluation process
- Board Planning Calendar (NJQSAC based)

Thank you again for inviting me in to facilitate your goal-setting workshop. I congratulate you on identifying and needs from the Board Self-Evaluation and prior discussions for inclusion in the development of your 2012-13 goals. The board and administrative team engaged in a very positive and lengthy discussion regarding student achievement and addressed the priority areas of need in goal setting. Your effectiveness as a team was very evident in the open sharing of information and in your collaborative decision-making. It was a pleasure to work with you and I look forward to continuing to serve as a resource for the board.

At your request, I will compile the CSA evaluation data and deliver it to the board president as soon as possible.

-- Al



New Jersey School Boards Association

MEMORANDUM

To: Midland Park Board of Education

From: Alfred Annunziata, Field Service Representative

Date: August 6, 2013

Re: BOE evaluation and Goal Setting Workshop

Seven (of nine) members of the board of education, the business administrator, superintendent, district principals and administrators met to review the *2013 Board Self-Evaluation* and for the *2013-14 Goal Setting Workshop* on **Thursday, August 1, 2013 from 7:00 – 8:30 p.m.**

We began with a review of the compiled board self-evaluation for 2012-2013. The compiled evaluation indicates that the board has many areas of strength and overall is performing at a strong and effective level. Opportunities for growth for the full board were identified in five areas: **planning** (with broad community input, established a district wide mission and multi-year plan for education; reviews action plans developed to support the goals; regularly monitors progress towards achieving the district's vision, mission and goals making adjustments as needed), **policy** (uses written policies as the framework for our decision-making process), **board operations** (develops and utilizes skills in teamwork, consensus building, collaborative problem solving and decision making; uses good decision-making processes, acting only after all appropriate information has been received and studied.), **board performance** (work together in an atmosphere of mutual trust and respect; ensure that all members have input into decisions; avoid even the appearance of impropriety or conflict of interest), **board superintendent relationships** (respects the management responsibilities and administrative prerogatives of the superintendent) and we discussed strategies for improvement. Areas selected to pursue for growth included: **board effectiveness training on roles and responsibilities, annual ethics refresher and communications.**

We had a brief discussion regarding the goal-setting process, NJQSAC requirements, and identified the difference between District Goals, Superintendent Goals, Merit Goals and Board of Education Goals. We reviewed the goal-setting packet and several aspects of the state's educational reform initiatives, including the NCLB waiver which has led to the development of Priority, Focus and Reward Schools (and interventions necessary), the Turnaround Principles, Regional Achievement Centers (RACs), the Common Core State Standards and the new teacher evaluation system. There are numerous handouts in your goal-setting packet and I hope they will be a valuable resource in the upcoming year.

The board recognizes that the development of the Action Plans for District Goals is the responsibility of the superintendent. The board then holds the superintendent accountable for progress toward the achievement of those district goals in the annual evaluation process.

We began with brain-storming on the accomplishments of the school/district over the past year, what's in progress and needs to be continued, and what needs immediate attention:

What's wonderful . . .

- ✓ School size- good staff/student ratio
- ✓ Personalized education

Midland Park School District Goal-Setting 2013

- ✓ Many options - wide variety of co-curricular programs
- ✓ Each student graduate has multiple opportunities in and out of the classroom
- ✓ Creating strong, well-rounded students
- ✓ Collaborative and Hearing Impaired Program
- ✓ Competitive academic program
- ✓ Character education
- ✓ Supportive parental groups
- ✓ Good community support
- ✓ Schools have strong relationships with the PTO and Educational Foundation
- ✓ Improving relationships with municipal government
- ✓ District staff have common goals - student achievement
- ✓ Expanded AP and elective classes
- ✓ Willingness to try new things and ideas
- ✓ United administrative team
- ✓ Enthusiastic administration
- ✓ Excellent communication between schools
- ✓ Staff and administrative visibility

What's in progress and needs to be continued . . .

- Facilities improvement (BG#2)
- Continuation of elective offerings (DG#1)
- Clear messages from community and return messages from district (DG#5)
- Continued growth in technology: infrastructure and PARCC preparation (DG#1)
- Online textbooks (DG#1)
- Teacher webpage use (DG#1 & 5)
- Increased 21st Century Skills (DG#1)
- Professional Development for staff (DG#1 & 2)
- Character Education (DG#4)
- Responsible social media usage (DG#4)
- Exploring 1:1 technology initiatives (DG#1)
- Continue academic achievement (DG#1)
- Communicate clear information to address misinformation (DG#5)
- Expand curriculum and technology (DG#1)
- Administrative meetings and articulation- use of data - integrate into curriculum and instruction (DG#2)
- Reaching out for inter-district collaborations (DG#1 & 3)
- Continue meeting with borough, police and fire (DG #5)
- Creative with special education instruction (DG#3)

What needs immediate attention . . .

- Facilities improvement – much needed (BG#2)
- State mandates: TEACHNJ, PARCC, EE4NJ, CCSS (DG#1, 2 & 4)
- Fill open positions: administrative and teaching
- Finalize negotiations with: MPEA, administration and standalone (BG#1)
- Funding (DG#3 & 5; BG #2)

Midland Park School District Goal-Setting 2013

The board and administrative team provided the update on the progress on goals for 2012-13. The BOE provided progress towards board goals for 2012-13.

Midland Park District and Board Goals for 2012 – 2013

DISTRICT GOALS

1. Continue addressing student achievement results seeking to improve student grade level cohort performance with a focus on Student Growth Percentile measures (SGP). Emphasis will be placed on student cohort/content areas identified through analysis of state benchmark assessments and in-district formative assessment results. (action plans will contain excepted succeed levels and content areas) *(Achieved! 17 AP Scholars – scoring a 4 or 5 and adding new AP courses; Elementary level -75% showed improvement in LA and Math)*
2. In compliance with the TEACHNJ Act, address the level of instructional accountability in the classroom through the use of Danielson/Teachscape in the observation/evaluation process and standardizing student expectations to insure consistency among course cohorts as needed. *(Achieved! – piloting complete; using Teachscape multi-disciplinary performance rubric for administrators)*
3. Devise and implement an action plan to prepare for the MPEA negotiations process. (The action plan will include activities/dates/timelines/indicators of success).
(Progress made - continue to 2013-14)

BOARD GOALS

1. The board will construct and propose a facilities referendum for schools. (Progress made: BOE put forth a referendum- not approved; adjusted proposal for a second question - passed w/ super majority; continue for 2013-14)
2. The board will improve the district's community outreach and community relations. (Progress made: forums held, PR committee developed; website improved; piloted Twitter - continue to 2013-14)

We then began a discussion regarding Board of Education Goals for 2013 – 2014 and developed the following:

Midland Park District and Board Goals for 2013 – 2014

DISTRICT GOALS

1. Improve student achievement results and student grade level cohort performance on standardized testing and in-district formative assessments; insure classroom assessment is ongoing and authentic, i.e., rubrics, performance tasks, and grade-level appropriate to both content and tool, i.e., Fountas & Pinnell, Achievement Series, in-district writing assessments. (Emphasis will be placed on student cohort/content areas identified through analysis of state benchmark assessments and in-district assessment data.)
2. Insure compliance with all aspects of the TEACHNJ Act, including the development of Student Growth Objectives (SGOs) for instructional staff on or before November 15, 201; implement pilot program for the principal evaluation system.
3. Improve Special Education Program and 2014-2015 budget planning by analyzing current out-of-district (ODP) placement costs and examining the potential for increased special education classroom capacity/placement in-district; improve existing protocols for determining/approving ODP students; and include tuition in students for district offered programs.
4. Seek to increase the district and school self-assessment scores with regard to the Anti-Bullying/HIB grade to be assigned the NJDOE in September 2013; re-evaluate existing programs/initiatives.
5. Improve community engagement and the dissemination of school and district information. Continue to increase use of communication tools to share school and district news with school community. Special Education: Increase the engagement of parents and community in special education matters by increasing the frequency of, and improving the format/content of, the Special Education Parent Advisory Council (SEPAC).

BOARD GOALS

1. The board will successfully complete negotiations for all contract agreements: MPEA, Administrators and other stand alone positions.
2. The board will explore facilities improvement options for the schools.
3. The board will support the district's outreach and communications initiative to improve community engagement.
4. The board will participate in professional development that relates to improving communications and board effectiveness.

Next steps . . .

The **superintendent will develop Action Plans for each of the District Goals and will review them with the board** in August. The **board also needs to develop a Professional Development Improvement Plan for the board goals**. Please review the Sampling of NJSBA Programs (contained in your Goal Setting packet & also attached) to identify additional programs in which you would like to participate. These can be used when completing the Professional Development Improvement Plan for the board's goals.

District and board goals should be **formally approved** and the action plans should be received at a future board of education meeting (August/September) and the **district goals should be posted on the district website**. Dates for periodic updates on progress toward achievement of these goals (district and board of education) will need to be established, along with completing the Evaluation Process Calendar. The final step will be evaluating the superintendent (in March/April 2014 or if NJDOE revises the date - May/June 2014) on progress toward achievement of the district goals.

Attachments to this memo will include:

- District Goal Action Plan template (blank)
- Professional Development Improvement Plan (blank)
- Evaluation Process Calendar (blank & suggested time-frames) for the Superintendent and Board Self-Evaluation process
- Board Planning Calendar (NJQSAC based)
- Sampling of Field Service Programs

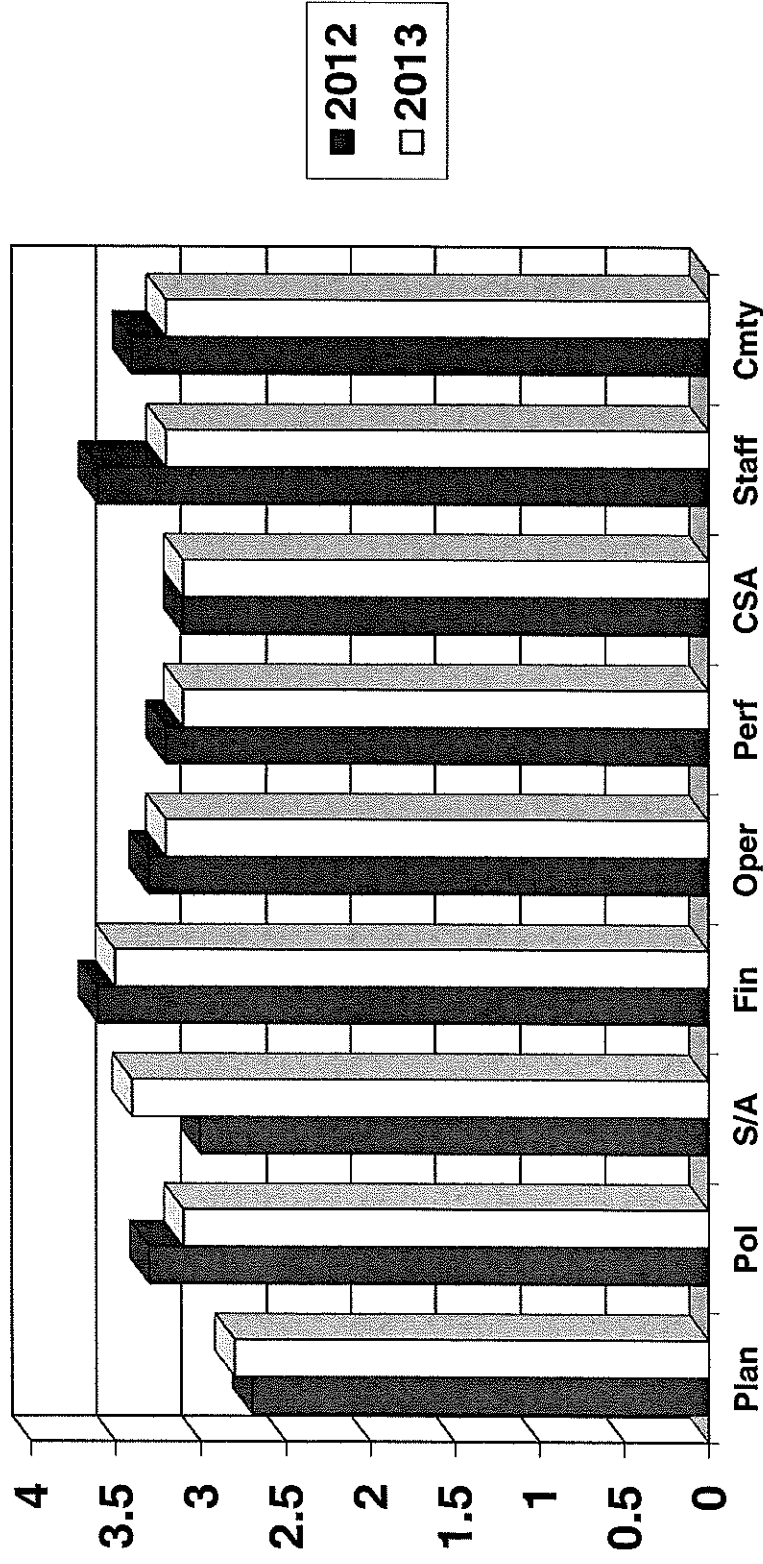
Thank you again for inviting me in to facilitate your review of the 2013 board self-evaluation and goal-setting workshop. The board and administrative team engaged in very positive and meaningful discussions regarding student achievement and continuing to move the district forward.. Your effectiveness as a team was very evident in the open sharing of information and in your collaborative decision-making. I commend you for inviting and engaging your entire district administrative team! It was a pleasure to work with you and I look forward to continuing to serve as a resource for the board. Please let me know when you would like to schedule your follow up board professional development.

-- Al

Midland Park

Board Self Evaluation Compare scores 2012- 2013

Chart III



Board Self Evaluation 2013

District:Midland Park Bd of Ed

Quantification of Relative Value <i>As a board member, I:</i>	Vital 4	Very Important 3	Somewhat Important 2	Not Important 1	Not Observed	
PLANNING: The board is a planning body, focusing on the district mission and goals	8	1	0	0	0	3.9
POLICY: The board is a policy-making body, focusing on the development, review and revision of policy.	6	3	0	0	0	3.7
STUDENT ACHIEVEMENT: The board requires written curriculum and systematic evaluation that is focused on student achievement.	6	3	0	0	0	3.7
FINANCE: The board provides financial oversight for budget development and evaluation, program support and equity.	6	3	0	0	0	3.7
BOARD OPERATION: The board operates through bylaws and effective meeting procedures, using collaborative decision-making skills.	5	3	1	0	0	3.4
BOARD PERFORMANCE: The board exhibits good boardsmanship in areas of confidentiality, listening skills, preparedness, conflict management	5	4	0	0	0	3.6
BOARD / SUPERINTENDENT RELATIONSHIPS: The board respects the differences in roles and responsibilities, maintaining good communication and interaction between the board and the superintendent.	4	5	0	0	0	3.4
BOARD / STAFF RELATIONSHIPS: The board has effective personnel policies and supports staff development related to student achievement and recognition of staff accomplishments.	3	5	1	0	0	3.2
BOARD AND COMMUNITY: The board effectively represents and communicates with the public, involving the community in district planning.	6	3	0	0	0	3.7

I Planning						
About the Board <i>Our Board</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
1. with broad community input, established a district wide mission and multi-year plan for education.	3	2	2	2	0	2.7
2. plans, and collaboratively sets district and board goals and establishes priorities annually.	3	4	1	1	0	3.0
3. reviews Action Plans developed to support the goals.	3	2	3	1	0	2.8
4. regularly monitors progress towards achieving the district's vision, mission and goals making adjustments as needed.	4	1	3	1	0	2.9
					AVG:	2.8

About You, the Board Member <i>As a board member, I:</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
A. participate fully in the district planning process.	2	3	2	0	0	3.0
B. recognize the importance of meaningful public participation in the planning process.	3	3	1	0	0	3.3
C. support the district vision, mission and goals.	2	4	1	0	0	3.1
					AVG:	3.1

COMMENTS

* As with all board functions, there is always room for improvement in district mission and goals.

II Policy						
About the Board <i>Our Board</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
1. operates as a "policy-making body."	2	5	2	0	0	3.0
2. develops broad policies that give the administration sufficient authority and latitude to manage the day-to-day operations.	3	5	1	0	0	3.2
3. uses written policies as the framework for our decision-making process.	2	4	3	0	0	2.9
4. reviews and updates the policy manual regularly as required by NJQSAC insuring that our bylaws, policies and procedures reflect current regulatory, and statutory requirements.	4	4	1	0	0	3.3
5. ensures that the administration develops appropriate procedures and regulations to implement the board's policy intent.	3	5	1	0	0	3.2
						AVG: 3.1

About You, the Board Member <i>As a board member, I:</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
A. am familiar with the board's policies.	2	3	2	0	0	3.0
B. use board policy as a basis for decision-making.	3	2	1	1	0	3.0
C. leave policy implementation to the administrative staff.	1	5	1	0	0	3.0
D. avoid involvement in day-to-day operations of the district.	4	3	0	0	0	3.6
						AVG: 3.1

COMMENTS

* The Board does an excellent job in keeping our policies up to date. Although policies are available on our website, the latest policies and regulations should be provided to board members in a searchable, digital format to use in decision making.

* This Board is way to involved in the day to day activities of the Board as opposed to being a policy making body.

III Student Achievement						
About the Board <i>Our Board</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
1. determines the district educational goals with input and data from administration.	4	4	1	0	0	3.3
2. requires written curriculum with specific evaluation components in accordance with all statutes.	5	3	0	0	1	3.6
3. requires systematic evaluation of and feedback on the instructional program.	4	4	0	0	1	3.5
4. uses the expertise of the professional staff, in development of curriculum, insuring it is focused on student achievement.	5	2	1	0	1	3.5
5. monitors the effectiveness of our instructional programs by measuring student achievement against state and local standards and other pertinent data.	2	6	1	0	0	3.1
6. sets high standards for all students based on multiple, assessment measures.	4	3	2	0	0	3.2
					AVG:	3.4

About You, the Board Member <i>As a board member, I:</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
A. am involved in determining district educational goals.	1	2	3	1	0	2.4
B. am aware of the community's educational aspirations.	2	4	1	0	0	3.1
C. focus on improving student achievement as a basis in my educational decision-making.	2	5	0	0	0	3.3
					AVG:	3.0

COMMENTS

* Board needs to continue to listen to the community's educational aspirations.

IV Finance						
About the Board <i>Our Board</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
1. exercises financial oversight of all aspects of district operations in accordance with statutes.	6	3	0	0	0	3.7
2. provides policy guidelines and parameters, related to our goals, for budget development/evaluation.	5	4	0	0	0	3.6
3. requires that all requests for unbudgeted expenditures be accompanied by specific indication of need and funding sources.	5	4	0	0	0	3.6
4. balances the educational needs of students with the impact of budgetary increases.	5	3	1	0	0	3.4
5. reviews, understands and evaluates all financial reports to ensure that all educational dollars are used in an efficient and effective manner.	5	1	3	0	0	3.2
						AVG: 3.5

About You, the Board Member <i>As a board member, I:</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
A. understand the relationship between our budget and our district's goals.	2	4	1	0	0	3.1
B. understand and participate in our district's budgeting process.	1	4	2	0	0	2.9
C. understand and review the monthly reports.	0	4	3	0	0	2.6
D. understand and review the results of the annual audit.	0	4	3	0	0	2.6
						AVG: 2.8

COMMENTS

*

V Board Operations						
About the Board <i>Our Board</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
1. holds our meetings in compliance with applicable statutes, policies and bylaws.	7	2	0	0	0	3.8
2. provides a climate that allows free, open and orderly discussion by all members at our meetings.	4	3	1	1	0	3.1
3. develops and utilizes skills in teamwork, consensus building, collaborative problem solving and decision making.	3	3	2	1	0	2.9
4. uses good decision-making processes, acting only after all appropriate information has been received and studied.	3	3	2	1	0	2.9
5. acts only after giving administration time to gather information and make recommendations.	4	3	1	1	0	3.1
6. respects the administration's leadership by thoughtfully deliberating on recommendations.	4	2	2	1	0	3.0
7. provides time, funding and opportunity for orienting and updating our members on local, county, state and federal levels in accordance with statutory travel regulations.	5	3	0	0	1	3.6
Our Board acts as: With specific board committees : 9						
1. our board method of governance: contributes to the overall effectiveness and efficiency of the board.	2	6	0	1	0	3.0
2. our board method of governance: has clearly defined bylaws.	3	5	1	0	0	3.2
3. our board method of governance: lessens the total work of board members.	4	4	1	0	0	3.3
4. our board method of governance: ensures appropriate communication to the board.	3	4	1	1	0	3.0
						AVG: 3.2

About You, the Board Member <i>As a board member, I:</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Not Observed	
A. Introduce new issues through the agenda process, allowing sufficient time for appropriate study.	0	5	0	2	0	2.4
B. recognize the importance of teamwork, problem solving and effective decision-making.	3	2	1	1	0	3.0
C. attend workshops to increase my effectiveness as a board member.	1	3	1	2	0	2.4
AVG:						2.6

COMMENTS

*

VI Board Performance						
About the Board <i>Our Board</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
1. recognizes that authority rests with the board as a whole, sitting in a legally authorized board meeting.	7	1	0	1	0	3.6
2. makes every effort to attend all board meetings, coming prepared and having done their homework.	6	1	2	0	0	3.4
3. recognizes the need for, and the importance of, confidentiality.	5	3	1	0	0	3.4
4. works together in an atmosphere of mutual trust and respect.	2	3	3	1	0	2.7
5. ensures that all members have input into decisions.	1	6	0	2	0	2.7
6. avoids even the appearance of impropriety or conflict of interest.	2	4	3	0	0	2.9
7. operates in accordance with the board member's Code of Ethics and the Ethics Act.	2	5	2	0	0	3.0
					AVG:	3.1

About You, the Board Member <i>As a board member, I:</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
A. make no personal promises nor take any private action.	5	1	1	0	0	3.6
B. make every effort to attend all meetings, having done my homework and prepared to contribute.	5	2	0	0	0	3.7
C. maintain the confidentiality of board proceedings.	6	1	0	0	0	3.9
D. am respectful of everyone at our meetings and I listen with an open mind.	4	2	1	0	0	3.4
E. adhere to ethical standards.	5	2	0	0	0	3.7
					AVG:	3.7

COMMENTS

*

VII Board Superintendent Relationships						
About the Board <i>Our Board</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
1. respects the management responsibilities and administrative prerogatives of the superintendent.	3	3	2	1	0	2.9
2. works with the superintendent in a spirit of mutual trust and confidence.	4	2	2	1	0	3.0
3. maintains ongoing open lines of communication, and observes the chain of command.	4	3	2	0	0	3.2
4. keeps the superintendent informed about community/school issues and aspirations.	5	3	1	0	0	3.4
5. conducts a comprehensive and fair annual evaluation of the superintendent in accordance with statute and code as per NJQSAC.	3	4	1	1	0	3.0
6. works with the superintendent to develop performance objectives for evaluation that are consistent with district goals and in compliance with district policy.	3	3	2	0	1	3.1
7. requires regular dialogue on progress towards district goals and objectives, student achievement and feedback on performance.	4	2	2	0	1	3.3
					AVG:	3.1

About You, the Board Member <i>As a board member, I:</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
A. respect the management responsibility of the superintendent.	4	2	1	0	0	3.4
B. observe the chain of command.	5	1	1	0	0	3.6
C. participate fully in the superintendent evaluation process approaching the task of evaluation fairly and diligently.	4	2	1	0	0	3.4
					AVG:	3.5

COMMENTS

*

VIII Board/Staff Relationships

About the Board <i>Our Board</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
1. provides effective personnel policy direction and oversight.	3	5	0	1	0	3.1
2. recognizes the importance of staff development and provides the necessary time and funds.	3	5	1	0	0	3.2
3. provides for public recognition of staff achievements.	5	3	1	0	0	3.4
4. treats district staff with courtesy and respect, recognizing that the appropriate channel for board/staff communications is through the superintendent.	2	6	0	1	0	3.0
5. ensures that our actions and decisions are quickly and effectively communicated to the staff.	3	5	1	0	0	3.2
						AVG: 3.2

About You, the Board Member <i>As a board member, I:</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
A. communicate all concerns about staff members to the superintendent.	3	2	2	0	0	3.1
B. use and enforce the chain of command.	5	1	1	0	0	3.6
C. attend school and community activities.	4	2	1	0	0	3.4
						AVG: 3.4

COMMENTS

*

IX Board and Community						
About the Board <i>Our Board</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
1. acts as representatives for every child in our school district.	3	5	1	0	0	3.2
2. anticipates community issues and trends affecting our district.	4	3	2	0	0	3.2
3. encourages community involvement in the district.	5	1	2	1	0	3.1
4. promotes community use of school facilities.	6	2	1	0	0	3.6
5. builds partnerships with the community, business and governmental leaders.	4	3	0	1	1	3.3
6. provides opportunity for meaningful parental involvement.	5	2	1	1	0	3.2
7. has an effective community relations program.	3	3	1	1	1	3.0
					AVG:	3.2

About You, the Board Member <i>As a board member, I:</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
A. make my decisions based on what is best for every child in the entire district.	4	2	1	0	0	3.4
B. listen to, and consider, community input while guarding my statutory decision-making authority.	5	1	1	0	0	3.6
C. promote the positive image of the district within the community.	5	1	0	1	0	3.4
					AVG:	3.5

COMMENTS

* Although certain members of the public think we should do what they want us to do, board members do an excellent job of using their independent judgment when making decisions regarding the schools.

Identifying the Challenges facing your District.

Recognizing that our board's highest priority is to improve student achievement, what are 3 major challenges currently facing our district?

** Facilities - although we've made great strides recently, economic pressures and spending caps imposed by the state continue to present challenges.*

Educational program - MPHS is an outstanding example of the benefits of a small school environment but we must continue to address ways to increase the educational offerings.

The public - In the age of blogs, internet forums and email chains, misinformation can run rampant. Many members of the public prefer to sit behind a keyboard and complain or spread complete fabrications rather than become part of the solution.

** Continue to analyze data and focus on curriculum needs.*

Facilities

Pubic Relations-- Getting the word out about the good things

- * 1. Raised rigor reflected in curriculum (CCSS)*
- 2. Transition to PARCC assessments*
- 3. Implementation of TEACHNJ mandate*

** Budget*

Physical Plant
Common Core

** Finances and facilities*

Community perception of student achievement
Meeting the plethora of changes brought about by NJ State Statutes.

** Budget*

Trying to be aggressive in providing classes to challenge out kids
Personel

** Perceived lack of transparency with community at large.*

Lack of accurate comparative data with other districts on student achievement and student goals, including specific curriculum details by grade.
Failure to control both the board and the administrative message to the community and allowing rampant misinformation and speculation.

In maintaining our appropriate role as a policy making body through effective oversight, what specific areas of board governance require additional focus and training?

I feel that we are out of touch with other committee groups and bythr time the issues come to the table to vote, we never have a chance to discuss.

** NJ State Statutes*

Understanding role of board in personnel decisions

** We need to stop meddling in the day to day activities of the schools. We need to let our administrators run the schools and only act when such management is deficient or not in line with district goals.*

** Working together as a team*

Allowing the administration to do their job

communication

** Board members should become more familiar with our policies and regulations.*

Board Self Evaluation 2014

District:Midland Park Bd of Ed

Quantification of Relative Value <i>As a board member, I:</i>	Vital 4	Very Important 3	Somewhat Important 2	Not Important 1	Not Observed	
PLANNING: The board is a planning body, focusing on the district mission and goals	5	4	0	0	0	3.6
POLICY: The board is a policy-making body, focusing on the development, review and revision of policy.	6	3	0	0	0	3.7
STUDENT ACHIEVEMENT: The board requires written curriculum and systematic evaluation that is focused on student achievement.	9	0	0	0	0	4.0
FINANCE: The board provides financial oversight for budget development and evaluation, program support and equity.	6	3	0	0	0	3.7
BOARD OPERATION: The board operates through bylaws and effective meeting procedures, using collaborative decision-making skills.	3	6	0	0	0	3.3
BOARD PERFORMANCE: The board exhibits good boardsmanship in areas of confidentiality, listening skills, preparedness, conflict management	2	7	0	0	0	3.2
BOARD / SUPERINTENDENT RELATIONSHIPS: The board respects the differences in roles and responsibilities, maintaining good communication and interaction between the board and the superintendent.	4	5	0	0	0	3.4
BOARD / STAFF RELATIONSHIPS: The board has effective personnel policies and supports staff development related to student achievement and recognition of staff accomplishments.	3	6	0	0	0	3.3
BOARD AND COMMUNITY: The board effectively represents and communicates with the public, involving the community in district planning.	3	6	0	0	0	3.3

I Planning						
About the Board <i>Our Board</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
1. with broad community input, established a district wide mission and multi-year plan for education.	4	3	2	0	0	3.2
2. plans, and collaboratively sets district and board goals and establishes priorities annually.	5	4	0	0	0	3.6
3. reviews Action Plans developed to support the goals.	3	4	2	0	0	3.1
4. regularly monitors progress towards achieving the district's vision, mission and goals making adjustments as needed.	3	2	3	1	0	2.8
					AVG:	3.2

About You, the Board Member <i>As a board member, I:</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
A. participate fully in the district planning process.	3	4	0	0	0	3.4
B. recognize the importance of meaningful public participation in the planning process.	3	4	0	0	0	3.4
C. support the district vision, mission and goals.	3	4	0	0	0	3.4
					AVG:	3.4

COMMENTS

* I believe we have to work with more of the groups to get our message out and to show that we encourage parent participation

II Policy						
About the Board <i>Our Board</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Not Observed	
1. operates as a "policy-making body."	3	5	1	0	0	3.2
2. develops broad policies that give the administration sufficient authority and latitude to manage the day-to-day operations.	2	6	1	0	0	3.1
3. uses written policies as the framework for our decision-making process.	2	6	1	0	0	3.1
4. reviews and updates the policy manual regularly as required by NJQSAC insuring that our bylaws, policies and procedures reflect current regulatory, and statutory requirements.	7	2	0	0	0	3.8
5. ensures that the administration develops appropriate procedures and regulations to implement the board's policy intent.	6	2	1	0	0	3.6
					AVG:	3.4

About You, the Board Member <i>As a board member, I:</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Not Observed	
A. am familiar with the board's policies.	3	3	1	0	0	3.3
B. use board policy as a basis for decision-making.	1	6	0	0	0	3.1
C. leave policy implementation to the administrative staff.	1	6	0	0	0	3.1
D. avoid involvement in day-to-day operations of the district.	5	1	0	0	0	3.8
					AVG:	3.4

COMMENTS

*

III Student Achievement						
About the Board <i>Our Board</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
1. determines the district educational goals with input and data from administration.	4	4	1	0	0	3.3
2. requires written curriculum with specific evaluation components in accordance with all statutes.	5	3	1	0	0	3.4
3. requires systematic evaluation of and feedback on the instructional program.	3	3	3	0	0	3.0
4. uses the expertise of the professional staff, in development of curriculum, insuring it is focused on student achievement.	4	4	1	0	0	3.3
5. monitors the effectiveness of our instructional programs by measuring student achievement against state and local standards and other pertinent data.	5	3	1	0	0	3.4
6. sets high standards for all students based on multiple, assessment measures.	4	4	1	0	0	3.3
					AVG:	3.3

About You, the Board Member <i>As a board member, I:</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
A. am involved in determining district educational goals.	1	4	2	0	0	2.9
B. am aware of the community's educational aspirations.	5	2	0	0	0	3.7
C. focus on improving student achievement as a basis in my educational decision-making.	2	5	0	0	0	3.3
					AVG:	3.3

COMMENTS

*

IV Finance						
About the Board <i>Our Board</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
1. exercises financial oversight of all aspects of district operations in accordance with statutes.	7	1	1	0	0	3.7
2. provides policy guidelines and parameters, related to our goals, for budget development/evaluation.	5	3	1	0	0	3.4
3. requires that all requests for unbudgeted expenditures be accompanied by specific indication of need and funding sources.	8	0	0	1	0	3.7
4. balances the educational needs of students with the impact of budgetary increases.	5	3	1	0	0	3.4
5. reviews, understands and evaluates all financial reports to ensure that all educational dollars are used in an efficient and effective manner.	5	4	0	0	0	3.6
					AVG:	3.6

About You, the Board Member <i>As a board member, I:</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
A. understand the relationship between our budget and our district's goals.	5	2	0	0	0	3.7
B. understand and participate in our district's budgeting process.	2	3	2	0	0	3.0
C. understand and review the monthly reports.	1	4	2	0	0	2.9
D. understand and review the results of the annual audit.	1	5	1	0	0	3.0
					AVG:	3.1

COMMENTS

*

V Board Operations						
About the Board <i>Our Board</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Not Observed	
1. holds our meetings in compliance with applicable statutes, policies and bylaws.	8	1	0	0	0	3.9
2. provides a climate that allows free, open and orderly discussion by all members at our meetings.	5	3	0	1	0	3.3
3. develops and utilizes skills in teamwork, consensus building, collaborative problem solving and decision making.	5	3	0	1	0	3.3
4. uses good decision-making processes, acting only after all appropriate information has been received and studied.	4	3	1	1	0	3.1
5. acts only after giving administration time to gather information and make recommendations.	4	4	1	0	0	3.3
6. respects the administration's leadership by thoughtfully deliberating on recommendations.	4	3	2	0	0	3.2
7. provides time, funding and opportunity for orienting and updating our members on local, county, state and federal levels in accordance with statutory travel regulations.	5	3	1	0	0	3.4
Our Board acts as: With specific board committees : 9						
1. our board method of governance: contributes to the overall effectiveness and efficiency of the board.	5	3	1	0	0	3.4
2. our board method of governance: has clearly defined bylaws.	6	3	0	0	0	3.7
3. our board method of governance: lessens the total work of board members.	5	3	1	0	0	3.4
4. our board method of governance: ensures appropriate communication to the board.	4	4	1	0	0	3.3
					AVG: 3.4	

About You, the Board Member <i>As a board member, I:</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Not Observed	
A. introduce new issues through the agenda process, allowing sufficient time for appropriate study.	2	3	2	0	0	3.0
B. recognize the importance of teamwork, problem solving and effective decision-making.	4	2	0	1	0	3.3
C. attend workshops to increase my effectiveness as a board member.	2	3	1	1	0	2.9
AVG:						3.0

COMMENTS

*

VI Board Performance						
About the Board <i>Our Board</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Not Observed	
1. recognize that authority rests with the board as a whole, sitting in a legally authorized board meeting.	6	2	0	1	0	3.4
2. make every effort to attend all board meetings, coming prepared and having done their homework.	6	2	1	0	0	3.6
3. recognizes the need for, and the importance of, confidentiality.	6	2	0	1	0	3.4
4. works together in an atmosphere of mutual trust and respect.	5	3	0	1	0	3.3
5. ensures that all members have input into decisions.	4	3	1	1	0	3.1
6. avoids even the appearance of impropriety or conflict of interest.	5	3	1	0	0	3.4
7. operates in accordance with the board member's Code of Ethics and the Ethics Act.	6	2	1	0	0	3.6
					AVG:	3.4

About You, the Board Member <i>As a board member, I:</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Not Observed	
A. make no personal promises nor take any private action.	6	1	0	0	0	3.9
B. make every effort to attend all meetings, having done my homework and prepared to contribute.	6	1	0	0	0	3.9
C. maintain the confidentiality of board proceedings.	6	1	0	0	0	3.9
D. am respectful of everyone at our meetings and I listen with an open mind.	4	3	0	0	0	3.6
E. adhere to ethical standards.	5	2	0	0	0	3.7
					AVG:	3.8

COMMENTS

*

VII Board Superintendent Relationships						
About the Board <i>Our Board</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
1. respects the management responsibilities and administrative prerogatives of the superintendent.	4	3	1	1	0	3.1
2. works with the superintendent in a spirit of mutual trust and confidence.	3	3	2	1	0	2.9
3. maintains ongoing open lines of communication, and observes the chain of command.	3	4	1	1	0	3.0
4. keeps the superintendent informed about community/school issues and aspirations.	4	4	1	0	0	3.3
5. conducts a comprehensive and fair annual evaluation of the superintendent in accordance with statute and code as per NJQSAC.	5	2	2	0	0	3.3
6. works with the superintendent to develop performance objectives for evaluation that are consistent with district goals and in compliance with district policy.	3	4	2	0	0	3.1
7. requires regular dialogue on progress towards district goals and objectives, student achievement and feedback on performance.	4	3	2	0	0	3.2
					AVG:	3.1

About You, the Board Member <i>As a board member, I:</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
A. respect the management responsibility of the superintendent.	7	0	0	0	0	4.0
B. observe the chain of command.	5	2	0	0	0	3.7
C. participate fully in the superintendent evaluation process approaching the task of evaluation fairly and diligently.	4	2	1	0	0	3.4
					AVG:	3.7

COMMENTS

*

VIII Board/Staff Relationships						
About the Board <i>Our Board</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
1. provides effective personnel policy direction and oversight.	4	4	1	0	0	3.3
2. recognizes the importance of staff development and provides the necessary time and funds.	6	2	1	0	0	3.6
3. provides for public recognition of staff achievements.	8	1	0	0	0	3.9
4. treats district staff with courtesy and respect, recognizing that the appropriate channel for board/staff communications is through the superintendent.	6	2	0	1	0	3.4
5. ensures that our actions and decisions are quickly and effectively communicated to the staff.	3	5	1	0	0	3.2
					AVG:	3.5

About You, the Board Member <i>As a board member, I:</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	4	3	2	1		
A. communicate all concerns about staff members to the superintendent.	4	3	0	0	0	3.6
B. use and enforce the chain of command.	6	1	0	0	0	3.9
C. attend school and community activities.	4	3	0	0	0	3.6
					AVG:	3.7

COMMENTS

*

IX Board and Community						
About the Board <i>Our Board</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Not Observed	
1. acts as representatives for every child in our school district.	7	2	0	0	0	3.8
2. anticipates community issues and trends affecting our district.	3	6	0	0	0	3.3
3. encourages community involvement in the district.	5	3	1	0	0	3.4
4. promotes community use of school facilities.	7	2	0	0	0	3.8
5. builds partnerships with the community, business and governmental leaders.	5	2	1	1	0	3.2
6. provides opportunity for meaningful parental involvement.	5	3	1	0	0	3.4
7. has an effective community relations program.	3	4	1	1	0	3.0
					AVG:	3.4

About You, the Board Member <i>As a board member, I:</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Not Observed	
A. make my decisions based on what is best for every child in the entire district.	6	1	0	0	0	3.9
B. listen to, and consider, community input while guarding my statutory decision-making authority.	4	3	0	0	0	3.6
C. promote the positive image of the district within the community.	5	2	0	0	0	3.7
					AVG:	3.7

COMMENTS

*

Identifying the Challenges facing your District.

Recognizing that our board's highest priority is to improve student achievement, what are 3 major challenges currently facing our district?

- * 1. Funding within the 2% cap.
- 2. Convincing the entire public that maintaining our own HS is the best option.
- 3. Getting all staff members on board with our efforts to improve the district as a whole.

* Facilities

Referendum

Parc Readiness

* PARCC assessment transition

Common Core implementation

Peer Groupings (NJDOE mandated)

* Facilities

Improvement of Middle School Program (7th & 8th Grade)

Highland Math Score vs. DFG's

* New assessment procedures for student achievement along with new cohorts of comparison to explain to the community.

New evaluation procedures for staff and administration.

Challenges of facilities in the face of budget constraints.

* Common Core

Testing of our students

Keeping students interested

* Physical buildings and grounds need to be upgraded

Continue to promote "Small School...Big Opportunities"

* Facilities, Implementing the Common Core and effective communication to the public.

In maintaining our appropriate role as a policy making body through effective oversight, what specific areas of board governance require additional focus and training?

* NA

*

* OPRA laws as they apply to School Boards and the publication of agendas and minutes

Fully understanding and operationalizing how new evaluation methods impact staff and administration.

* Team work & collaboration

Role of Board - staying out of day to day activities

** Public Relations*

OPRA