



Board Self Evaluation 2024

District: Ridgewood Bd of Ed

Quantification of Relative Value <i>Quantification of Relative Value</i>	Vital 4	Very Important 3	Somewhat Important 2	Not Important 1	Not Observed	Average
1. PLANNING: The board is a planning body, focusing on the district mission and goals	2	1	0	0	0	3.7
2. POLICY: The board is a policy-making body, focusing on the development, review and revision of policy.	1	2	0	0	0	3.3
3. STUDENT ACHIEVEMENT: The board requires written curriculum and systematic evaluation that is focused on student achievement.	1	2	0	0	0	3.3
4. FINANCE: The board provides financial oversight for budget development and evaluation, program support and equity.	3	0	0	0	0	4.0
5. BOARD OPERATION: The board operates through bylaws and effective meeting procedures, using collaborative decision-making skills.	0	1	2	0	0	2.3
6. BOARD PERFORMANCE: The board exhibits good boardsmanship in areas of confidentiality, listening skills, preparedness, conflict management	1	1	1	0	0	3.0
7. BOARD / SUPERINTENDENT RELATIONSHIPS: The board respects the differences in roles and responsibilities, maintaining good communication and interaction between the board and the superintendent.	1	2	0	0	0	3.3
8. BOARD / STAFF RELATIONSHIPS: The board has effective personnel policies and supports staff development related to student achievement and recognition of staff accomplishments.	2	1	0	0	0	3.7
9. BOARD AND COMMUNITY: The board effectively represents and communicates with the public, involving the community in district planning.	1	2	0	0	0	3.3

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1 Planning						
About the Board <i>Our Board</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Not Observed	Average
1. with broad community input, established a district wide mission and multi-year plan for education.	1	2	0	0	0	3.3
2. plans, and collaboratively sets district and board goals and establishes priorities annually.	2	1	0	0	0	3.7
3. reviews Action Plans developed to support the goals.	1	1	1	0	0	3.0
4. regularly monitors progress towards achieving the district's vision, mission and goals making adjustments as needed.	0	3	0	0	0	3.0

Average: 3.2

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

Average: 3.2

COMMENTS

- * We are in our final year of a 5-year strategic plan, 2019-2024. We are currently in conversation about the development of another 5-year strategic plan (2025-2030) that would include wide community and stakeholder involvement. Our new superintendent (arrived in July of 2023) has brought forth information on the administrative staff's work on the action plans for goal attainment as they were enumerated in the 2019-24 plan. With a tremendous amount of turnover in the key leadership positions (4 Superintendents, 4 BAs, 2 HR Managers, and 2 Assistant Superintendents) over the last four years and 3 out of the 5 years being pandemic years, it is quite remarkable that significant progress was made on the identified strategic plan goals. This spring, our superintendent will be presenting a State of the Schools report to the Board and the public. Data has been gathered; surveys completed by students, parents, and staff; testing scores reviewed and analyzed; and a budget, crafted in sync with district goals, that funds the staffing needs of the district and a curricula that promotes student proficiency.

The Board this fall finalized the 2023-24 District Goals and with new Board leadership in January finalized Board Goals for the 2024 calendar year. One goal has already been meet and work is progressing on the remaining two.

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Our superintendent gave a mid-year report on the district goals and satisfactory progress has been made. Areas that demand attention are our fields and our eleven buildings. We will begin work on two critical HVAC projects next year funded through ROD grants and capital reserve. Working with a supportive group of community members, we will map out a feasibility study for the fields with our engineers. These fields have flooded four times in less than 6 months. The community and district leadership are tasked with finding an acceptable and long-term solution to the flooding.

Moving forward, progress on district goals should be report out publicly three times a year — December, March and June.

- * Board does a good job setting goals and checking in on them.
- * The Board spent a great deal of time working on the District Goals for this year considering public input and has worked with CSA to monitor progress. Coming off of several years of transition and inconsistent if not completely absent leadership we have much to do to establish clear processes and a sense of direction internally and with the community. We are in 5th year of our Strategic Plan and thus we have much work to do re: imagining and planning for the future in light of our goals, community needs, available resources and some significant philosophical differences re: role of the Board, importance of financial support of the schools and how success and student achievement are measured. I continue to be concerned that personal agendas and the voices of a small and vocal minority unduly influence some Board members creating dissension internally and undue distraction from the important work of the Board, which is to support the schools and the students and not become involved in town politics.

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2 Policy						
About the Board <i>Our Board</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Not Observed	Average
1. operates as a "policy-making body."	1	1	1	0	0	3.0
2. develops broad policies that give the administration sufficient authority and latitude to manage the day-to-day operations.	1	2	0	0	0	3.3
3. uses written policies as the framework for our decision-making process.	0	2	1	0	0	2.7
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.	1	2	0	0	0	3.3
5. ensures that the administration develops appropriate procedures and regulations to implement the board's policy intent.	1	1	1	0	0	3.0

Average: 3.1

About You, the Board Member <i>As a board member, I:</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Not Observed	Average
A. am familiar with the board's policies.	1	2	0	0	0	3.3
B. use board policy as a basis for decision-making.	2	1	0	0	0	3.7
C. leave policy implementation to the administrative staff.	2	1	0	0	0	3.7
D. avoid involvement in day-to-day operations of the district.	2	1	0	0	0	3.7

Average: 3.6

COMMENTS

- * Board should do a better job not micromanaging details of running the schools that should be the job of the admin team.
- * Strauss Esmay provides regular policy updates. These updates inform the Board on policies that should be abolished, revised, and added to the district's online policy manual. As needed, the Board has sought legal advice from the Board Attorney when disagreements have persisted over new policies, for example, allowing (with specific limitations) Board members to attend meetings remotely. Bylaws on Board Leadership and Legal Services are now a source of disagreement

on the Board with proposed wording that is unique and overly prescriptive.

- * Generally our policies are clean and clear and we use Strass-Emay to keep us up to date on current legislation. Unfortunately, the policy committee is becoming a battleground to further personal agendas which is a waste of time, can lead to substandard board practice (if, for example, the role of the President is completely denuded) and distracts from the important work of the Board generally and in public meetings. I am also concerned that the community and Board members may view policy and By-Law's as especially fluid and flexible so that they can be changed with each election or administration. I don't think this is a good practice as consistent and clear policies, particularly those re: self governance, should be the norm to protect the institution.

3 Student Achievement						
About the Board <i>Our Board</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Not Observed	Average
1. determines the district educational goals with input and data from administration.	0	3	0	0	0	3.0
2. requires written curriculum with specific evaluation components in accordance with all statutes.	0	2	1	0	0	2.7
3. requires systematic evaluation of and feedback on the instructional program.	0	3	0	0	0	3.0
4. uses the expertise of the professional staff, in development of curriculum, ensuring it is focused on student achievement.	1	1	1	0	0	3.0
5. monitors the effectiveness of our instructional programs by measuring student achievement against state and local standards and other pertinent data.	1	1	1	0	0	3.0
6. sets high standards for all students based on multiple, assessment measures.	0	2	1	0	0	2.7

Average: 2.9

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

Average: 3.2

COMMENTS

- * The Board seems to have confidence in the work our superintendent and the assistant superintendent for curriculum, instruction, and assessment have been doing this year. Progress is being made and there is an expectation that our students in the transition years - elementary to middle and middle to high school - will achieve higher performance indicators on state and local assessments.

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It has long been my request to formalize a system that allows for the systematic evaluation of any new programs added to the curricula/ area of study. This year under the leadership of our new superintendent, I have seen progress. Examples of this are the analysis done on the middle school math sequencing, elementary Language Arts enhancements ensuring evidence-based practices that are consistent and provided with fidelity among all six elementary schools, and an initial gathering of information on the DEI program offerings from school to school that are primarily parent run.

There is no doubt that our superintendent and the Board are focused on student outcomes and achievement. Our budget prioritizes hiring and retaining effective teachers and administrators and offering high quality professional development that enhances the staff's skills and knowledge.

- * Board should develop a more regular cadence to check in on student achievement outside of state standards and more focused on Ridgewood standards. What should these standards be and how do we measure against them?
- * We are working closely with our administrators to address real and perceived inadequacies in some of our programs and to date, I have been pleased with the extent of the data and explanations we are provided. My concern is that, at times, community members who substitute their judgment for the judgment of our educators and/or who have their own biases, can derail the work that needs to be done because the focus is on satisfying complaints immediately rather than allowing the educators the time and deference they need to make and implement the changes that need to be made. There remains a lack of trust or more accurately a cynicism regarding our teachers in particular which I personally see no reason for. Having said that, we are improving in this regard and the professionals appear to have the latitude needed to make decisions to correct the course in some problem areas.

4 Finance						
About the Board <i>Our Board</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Not Observed	Average
1. exercises financial oversight of all aspects of district operations in accordance with statutes.	2	1	0	0	0	3.7
2. provides policy guidelines and parameters, related to our goals, for budget development/evaluation.	2	1	0	0	0	3.7
3. requires that all requests for unbudgeted expenditures be accompanied by specific indication of need and funding sources.	2	0	1	0	0	3.3
4. balances the educational needs of students with the impact of budgetary increases.	2	1	0	0	0	3.7
5. reviews, understands and evaluates all financial reports to ensure that all educational dollars are used in an efficient and effective manner.	2	1	0	0	0	3.7

Average: 3.6

About You, the Board Member <i>As a board member, I:</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Not Observed	Average
A. understand the relationship between our budget and our district's goals.	1	2	0	0	0	3.3
B. understand and participate in our district's budgeting process.	1	2	0	0	0	3.3
C. understand and review the monthly reports.	1	1	1	0	0	3.0
D. understand and review the results of the annual audit.	1	2	0	0	0	3.3

Average: 3.2

COMMENTS

- * The presentation of the preliminary 2024-25 budget to the Board and the public was well done this year with clarity and in detail. Prior to the Board's Public meeting, each Board member took time to sit with our Business Administrator to review the budget. In my meeting with the BA, over the course of three hours, each budget line was reviewed in detail and a thorough understanding of what was being funded was clear and aligned with district goals. The Board was united in its directive that the budget should be crafted within the 2% cap. It was. Within the capped budget there were no cuts to staff or programs and money was budgeted to fund a consultant to lead the strategic plan and to commence a full facility review

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of our 11 buildings. Still to be understood is funding for the formation of a Gifted and Talented program for the elementary grades.

The Board as a whole seems to understand the budget, reviews the monthly financial reports, and is conversant on the audit and audit findings.

- * Budget process has improved.
- * All Board members demonstrate in word and in deed a strong commitment to responsible, conservative financial management. There is definitely disagreement regarding how best to manage and support the budget and how to address financial challenges (in terms of necessary facility upgrades and maintenance in particular) which I expect will increase as the needs of the community are only growing. I personally continue to learn about the finances and intend to improve in my understanding. Our financial picture is much clearer than in the past [REDACTED]
[REDACTED]

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Average: 2.8

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About You, the Board Member <i>As a board member, I:</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Not Observed	Average
A. introduce new issues through the agenda process, allowing sufficient time for appropriate study.	1	1	0	0	1	3.5
B. recognize the importance of teamwork, problem solving and effective decision-making.	2	1	0	0	0	3.7
C. attend workshops to increase my effectiveness as a board member.	0	2	1	0	0	2.7

Average: 3.2

COMMENTS

- * Collaboration and committee structure has significantly improved in the last year and we do a great job in splitting of responsibilities and duties. We do need to do a better job when we disagree on issues and avoid personal accusations. It is ok to disagree.
- * Our new CSA has greatly improved communication and board processes so that our committee structure generally works. We all see agendas and get minutes from committee meetings in short order and this is helpful. This board has trust issues which I question if the parties involved are able to overcome. I observe a lot of time and energy spent infighting over board processes and self governance roles because of personality conflicts and an inability to put the good of the whole over personal agendas. Compromise does not seem to be valued and there is little sense of community within the Board which interferes with the work we need to get done. I hope we are able to attain a better sense of collaboration moving forward and I think about how to accomplish this often but I am not sure how to attain it. To be clear, I am not referring to philosophical or other disagreements. Reasonable minds can and should disagree - often open discussion with a range of opinions leads to a wonderful resolution. We suffer from what seems to be a refusal of certain parties to work together or even acknowledge the other's right to sit at the table and have anything worthwhile to say. This needs to change.
- * When looking at Board operations, it is important to recognize that there were changes in the leadership team mid-year. The first half, of the year, we saw meetings end on a hostile note with bickering and unpleasantness. The Board was less focused on its work and overall effectiveness and efficiency suffered. This hostile meeting environment thwarted collaboration, team work, consensus building, and decision making. Board goals were discussed, but never finalized and committee reports were short on details. Mistrust was in all aspects of the Board relationships, in public and in private.

The second half of the year has seen some improvement. Although mistrust still simmers under the surface, it has not caused the same level of disruption and the Board's work is progressing. Goals were finalized and there is every expectation they will be realized. The committee structure is stabilized and with the leadership of the superintendent, committee meetings are productive, with focused agendas and shared minutes. Discussion of the committee work is reported out in greater detail at the Public Meetings with Board members taking more ownership of their work. Discussions are civil and informative.

The Board seems more respectful towards each other in public and this creates a better meeting environment.

There has also been an improvement in the interaction between members of the Board and the Central Administrator Staff during the Public Meetings.

6 Board Performance						
About the Board <i>Our Board</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Not Observed	Average
1. recognize that authority rests with the board as a whole, sitting in a legally authorized board meeting.	1	1	1	0	0	3.0
2. make every effort to attend all board meetings, coming prepared and having done their homework.	2	1	0	0	0	3.7
3. recognizes the need for, and the importance of, confidentiality.	2	1	0	0	0	3.7
4. works together in an atmosphere of mutual trust and respect.	1	0	1	1	0	2.3
5. ensures that all members have input into decisions.	1	0	2	0	0	2.7
6. avoids even the appearance of impropriety or conflict of interest.	1	2	0	0	0	3.3
7. operates in accordance with the board member's Code of Ethics and the Ethics Act.	2	1	0	0	0	3.7

Average: 3.2

About You, the Board Member <i>As a board member, I:</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Not Observed	Average
A. make no personal promises nor take any private action.	2	1	0	0	0	3.7
B. make every effort to attend all meetings, having done my homework and prepared to contribute.	2	1	0	0	0	3.7
C. maintain the confidentiality of board proceedings.	2	1	0	0	0	3.7
D. am respectful of everyone at our meetings and I listen with an open mind.	2	0	1	0	0	3.3
E. adhere to ethical standards.	2	1	0	0	0	3.7

Average: 3.6

COMMENTS

* All Board members understand and respect the code of ethics though it seems that some members have taken to

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weaponizing the threat of a violation to further personal agendas/vendettas. We fall far short of the mark in terms of working together with "mutual trust and respect" which is often times missing. This makes it difficult to work efficiently and ultimately damages our collective credibility in the eyes of the community. It does not appear that all Board members are interested in changing this dynamic which then makes improvement and compromise quite difficult.

- * There is a positive movement forward on recognizing that authority rests with the full Board and not with the individual. Individual Board members seem more cognizant of this tenet this year. Trust in and respect for each other as colleagues working for the betterment of our schools and in support of student achievement is a work in progress. At times there have been efforts not to include all Board members in decisions or be critical when disagreements surface. As the Board meetings become less combative, these behaviors may diminish.
- * I can attest all of our board members are committed to the board and put in their best time and effort.

7 Board Superintendent Relationships						
About the Board <i>Our Board</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Not Observed	Average
1. respects the management responsibilities and administrative prerogatives of the superintendent.	1	2	0	0	0	3.3
2. works with the superintendent in a spirit of mutual trust and confidence.	1	2	0	0	0	3.3
3. maintains ongoing open lines of communication, and observes the chain of command.	1	2	0	0	0	3.3
4. keeps the superintendent informed about community/school issues and aspirations.	2	1	0	0	0	3.7
5. conducts a comprehensive and fair annual evaluation of the superintendent in accordance with statute and code as per NJQSAC.	1	0	0	0	2	4.0
6. works with the superintendent to develop performance objectives for evaluation that are consistent with district goals and in compliance with district policy.	1	0	0	0	2	4.0
7. requires regular dialogue on progress towards district goals and objectives, student achievement and feedback on performance.	1	2	0	0	0	3.3

Average: 3.5

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

Average: 3.7

COMMENTS

07/22/2024

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- * We are all learning to work with our new CSA and I believe an atmosphere of trust and respect is developing nicely between him and all Board members. We are an opinionated bunch with an appetite for details and input which I often wonder might cross the line into interference with his management prerogatives but thus far he is willing to provide substantial detail and support for his decisions and to listen with an open mind to concerns or even community norms he is still learning.
- * Unfortunately, the Board did not follow through on an evaluation on our superintendent two years ago as he was leaving on June 30 and last year the Board did not evaluate the interim superintendent. This year the Board will evaluate the superintendent as required by statute. We have set a process in place starting with the Board self-evaluation being completed in March, the evaluation of our current superintendent to be completed in May and the evaluation conference with the superintendent in early to mid June.

My rating of not observed is caused by the facts above.

Our superintendent has made great efforts to work collaboratively with the full Board and individually with each Board member. This collaboration has fostered healthy communication and has resulted in mutual trust (BOE members and the superintendent) and confidence. The Board appears willing to follow the chain of command and this is a result of having questions and concerns listened to and addressed by the superintendent.

Over all, the Board superintendent relationship is moving in a positive direction.

- * Our new Superintendent has been doing a phenomenal job and the Board has a great relationship with him. We are grateful to have him and appreciate the amazing work he has been doing. He has built confidence and trust in his leadership both within the district personnel and board while also taking a critical eye to areas of improvement and change for the district. He is not afraid to take action that is needed to benefit the district but does so in an effective manner that brings all aboard.

8 Board/Staff Relationships						
About the Board <i>Our Board</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Not Observed	Average
1. provides effective personnel policy direction and oversight.	1	2	0	0	0	3.3
2. recognizes the importance of staff development and provides the necessary time and funds.	0	2	1	0	0	2.7
3. provides for public recognition of staff achievements.	1	2	0	0	0	3.3
4. treats district staff with courtesy and respect, recognizing that the appropriate channel for board/staff communications is through the superintendent.	0	3	0	0	0	3.0
5. ensures that our actions and decisions are quickly and effectively communicated to the staff.	0	2	0	0	1	3.0

Average: 3.1

About You, the Board Member <i>As a board member, I:</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Not Observed	Average
A. communicate all concerns about staff members to the superintendent.	2	1	0	0	0	3.7
B. use and enforce the chain of command.	2	1	0	0	0	3.7
C. attend school and community activities.	3	0	0	0	0	4.0

Average: 3.8

COMMENTS

- * The Board members are generally respectful in their interactions with staff. They are supportive of the HR manager's work. The budget allows for staff development opportunities and administration assures that PD is aligned with district curricula work and goals. Retiring staff are honored at Board meetings. Each year, a minority of the Board members attend the annual teacher recognition ceremony. The Board should be commended for their attendance at district events and activities.
- * Good Board/Super/Staff relationships.
- * On the whole, this Board respects the staff although there is a tendency to micromanage and/or focus too intently on limited public complaints which can frustrate the staff at meetings and cause them to be defensive.

9 Board and Community						
About the Board <i>Our Board</i>	Commendable 4	Good 3	Adequate 2	Unsatisfactory 1	Not Observed	Average
1. acts as representatives for every child in our school district.	1	1	1	0	0	3.0
2. anticipates community issues and trends affecting our district.	1	2	0	0	0	3.3
3. encourages community involvement in the district.	2	1	0	0	0	3.7
4. promotes community use of school facilities.	1	1	1	0	0	3.0
5. builds partnerships with the community, business and governmental leaders.	1	1	0	0	1	3.5
6. provides opportunity for meaningful parental involvement.	1	2	0	0	0	3.3
7. has an effective community relations program.	2	1	0	0	0	3.7

Average: 3.4

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

Average: 3.7

COMMENTS

- * The Board's relationship with the community seems to have improved this year. Perhaps the more positive atmosphere at the Board meetings, an active and engaged superintendent, and thoughtful and focused communication strategies developed by the new Public Information officers have all been key to this improvement. Practices and procedures do encourage community and parent involvement. Our facilities and fields are constantly in use and demand better scheduling programming. There is a need to better utilize the functionalities of Master Library.

Parents are engaged in their schools with the HSAs and there appears to be satisfaction with this engagement at the local level in their children's schools. Parents are funding a wide array of activities and in many cases supporting athletics

through the many Booster Clubs. It is essential that they are recognized and appreciated for their commitment and generosity.

The quality of the district's communication efforts has grown exponentially with the work of the superintendent and the Public Information officer.

The relationship between the Village and the School District has improved this year with the new leadership in both. It appears that this collaboration bodes well for the entire Village.

- * The concern that certain board members are overly influenced by specific community groups and/or members creates doubt that decisions are made to benefit every child in the district or whether we truly do achieve meaningful parental involvement. A lack of trust between community factions affects us negatively. Parents often want more of a voice in every decision and I am still learning to what extent that is appropriate as many parents are excellent advocates but may also wear blinders. There are however, numerous opportunities available for those who wish to follow our discussions and participate at public comment, in person via meetings or via email. Our new Information Officer has created some well received initiatives which have increased community engagement and disperse positive information about the District.
- * New district communication plan implemented that has significantly improved our feedback loop with the community to further strengthen our relationship with the community.

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?

- * Budget and financial stability
Evaluating and updating our facilities
Evaluating staff morale and academic progress after three turbulent years with administrative turnover
- *
 1. Our facilities are not sufficient for our changing needs - fields and classroom space need to be re-imagined/expanded to accommodate the myriad ways we can and should measure student achievement.
 2. Our Middle Schools need to work on preparing students for the rigors of the high school; to date the preparation is spotty and inconsistent.
 3. Staffing shortages (of paraprofessionals as well as qualified certificated teachers and substitute teachers) create issues at the high school where absences without qualified substitutes leave students without proper instruction.

All of these issues are exacerbated by extreme budgetary pressure on the District and ever encroaching town politics on the work of the Board.

- * We need to identify what standards/kpis we care about as a district and assess them throughout the year.

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

- * There continues to be distrust among the Board members and power plays that are unhealthy for the good of the district and effective Board governance.

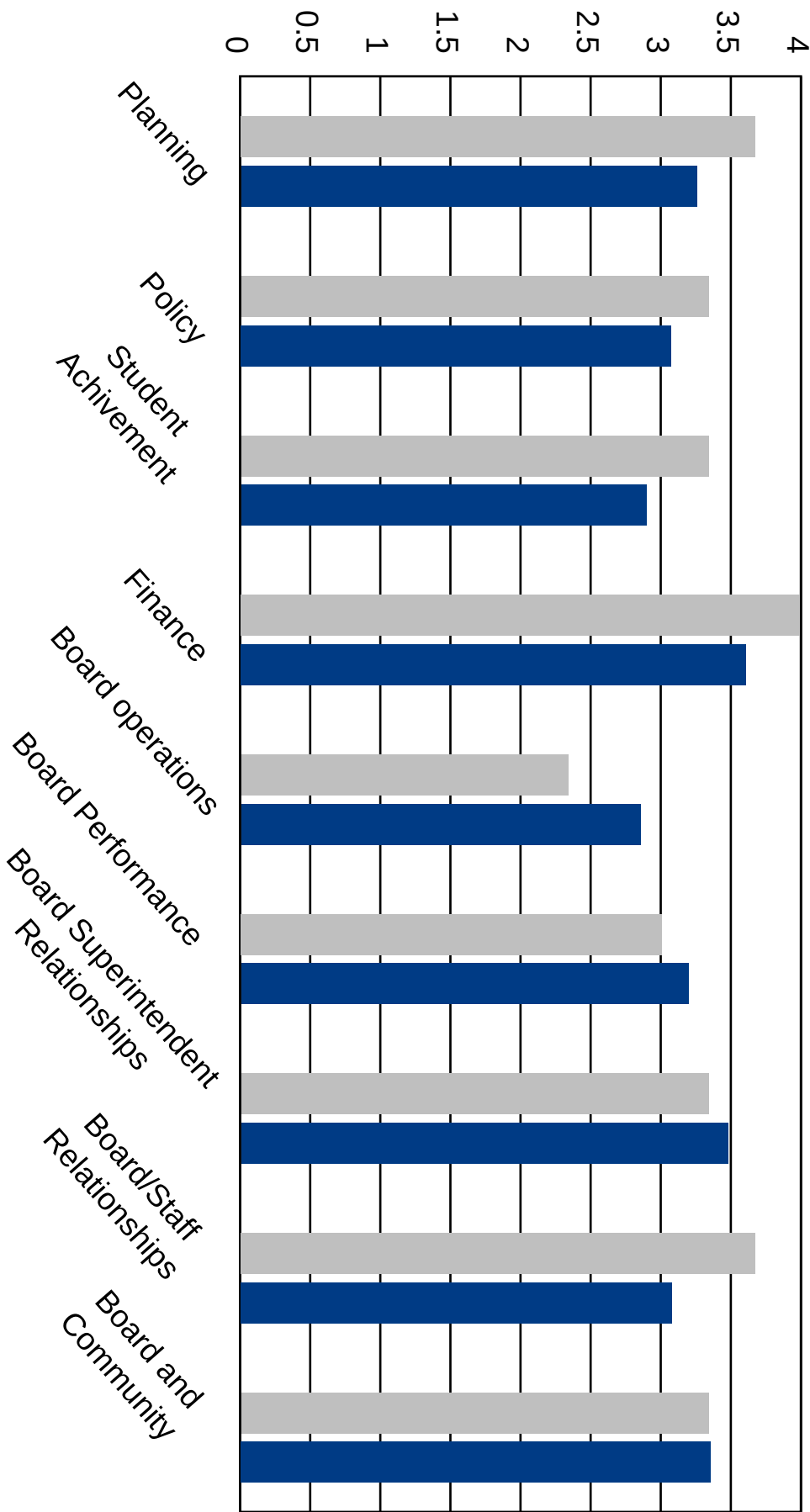
When suggested that the full Board engage in training together, there seemed to be no support for this.

- * First and foremost we need to find a way to get along and work together regardless of personal or political differences. I have little hope the personal differences will resolve, but I do hope there is a way the work of the Board can be emphasized over any personal concerns. Given our current disagreement re: the elements and importance of the role of the President and Vice President of the Board (motivated by personal differences) I think we need strong instruction in that regard as well as a clear understanding of the role of Board counsel.
- * We need to focus on business office process and org structure.

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Board to Value
Chart I



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Board to Individual
Chart II

