



# Board Self-Evaluation Review for the **Orange Public Schools** Board of Education

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New Jersey School Boards Association  
[www.njsba.org](http://www.njsba.org)

# Overview of Board Self-Evaluation

Completed by all 7 of 9 Members

Based on 4.0 Scale

<b>Standards</b>	<b>Value Score</b>	<b>Board Score</b>	<b>Member Score</b>
Planning	3.4	2.0	3.5
Policy	3.3	1.9	3.6
Student Achievement	3.4	2.9	3.6
Finance	3.3	2.7	3.6
Board Operations	3.0	2.3	3.7
Board Performance	2.9	1.7	3.8
Board/Superintendent	3.3	2.3	3.9
Board/Staff	3.0	2.8	3.8
Board & Community	2.7	2.3	3.8
<b>Average</b>		<b>2.3</b>	<b>3.7</b>



# Planning

<b>I Planning</b>						
<b>About the Board</b> <i>Our Board</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
1. with broad community input, established a district wide mission and multi-year plan for education.	1	3	0	2	1	2.5
2. plans, and collaboratively sets district and board goals and establishes priorities annually.	0	1	1	4	1	1.5
3. reviews Action Plans developed to support the goals.	1	1	2	2	1	2.2
4. regularly monitors progress towards achieving the district's vision, mission and goals making adjustments as needed.	0	1	2	2	2	1.8
					<b>AVG:</b>	<b>2.0</b>

<b>About You, the Board Member</b> <i>As a board member, I:</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
A. participate fully in the district planning process.	2	3	0	0	2	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.	5	2	0	0	0	3.7
					<b>AVG:</b>	<b>3.5</b>



# Policy

<b>II Policy</b>						
<b>About the Board</b> <i>Our Board</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
1. operates as a "policy-making body."	0	1	1	4	1	1.5
2. develops broad policies that give the administration sufficient authority and latitude to manage the day-to-day operations.	0	1	4	2	0	1.9
3. uses written policies as the framework for our decision-making process.	0	3	1	3	0	2.0
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	1	2	2	1	2.2
5. ensures that the administration develops appropriate procedures and regulations to implement the board's policy intent.	0	1	3	2	1	1.8
					<b>AVG:</b>	<b>1.9</b>

<b>About You, the Board Member</b> <i>As a board member, I:</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
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.	4	3	0	0	0	3.6
C. leave policy implementation to the administrative staff.	5	2	0	0	0	3.7
D. avoid involvement in day-to-day operations of the district.	5	1	0	0	1	3.8
					<b>AVG:</b>	<b>3.6</b>



# Student Achievement

III Student Achievement						
About the Board <i>Our Board</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
1. determines the district educational goals with input and data from administration.	2	2	0	2	1	2.7
2. requires written curriculum with specific evaluation components in accordance with all statutes.	2	3	1	1	0	2.9
3. requires systematic evaluation of and feedback on the instructional program.	3	2	1	1	0	3.0
4. uses the expertise of the professional staff, in development of curriculum, ensuring it is focused on student achievement.	3	3	0	1	0	3.1
5. monitors the effectiveness of our instructional programs by measuring student achievement against state and local standards and other pertinent data.	3	1	2	1	0	2.9
6. sets high standards for all students based on multiple, assessment measures.	3	1	2	1	0	2.9
<b>HIGHEST BOARD SCORE</b>						<b>AVG: 2.9</b>

About You, the Board Member <i>As a board member, I:</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
A. am involved in determining district educational goals.	4	0	1	0	2	3.6
B. am aware of the community's educational aspirations.	4	2	1	0	0	3.4
C. focus on improving student achievement as a basis in my educational decision-making.	5	2	0	0	0	3.7
<b>AVG:</b>						<b>3.6</b>



# Finance

IV Finance						
<b>About the Board</b> <i>Our Board</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
1. exercises financial oversight of all aspects of district operations in accordance with statutes.	1	4	1	1	0	2.7
2. provides policy guidelines and parameters, related to our goals, for budget development/evaluation.	0	4	1	1	1	2.5
3. requires that all requests for unbudgeted expenditures be accompanied by specific indication of need and funding sources.	1	4	1	1	0	2.7
4. balances the educational needs of students with the impact of budgetary increases.	1	5	0	1	0	2.9
5. reviews, understands and evaluates all financial reports to ensure that all educational dollars are used in an efficient and effective manner.	1	4	1	1	0	2.7
					<b>AVG:</b>	<b>2.7</b>

<b>About You, the Board Member</b> <i>As a board member, I:</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
A. understand the relationship between our budget and our district's goals.	4	2	1	0	0	3.4
B. understand and participate in our district's budgeting process.	4	2	0	1	0	3.3
C. understand and review the monthly reports.	6	1	0	0	0	3.9
D. understand and review the results of the annual audit.	5	1	0	0	1	3.8
					<b>AVG:</b>	<b>3.6</b>



# Board Operations

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.	3	3	1	0	0	3.3
2. provides a climate that allows free, open and orderly discussion by all members at our meetings.	0	1	1	4	1	1.5
3. develops and utilizes skills in teamwork, consensus building, collaborative problem solving and decision making.	0	1	1	4	1	1.5
4. uses good decision-making processes, acting only after all appropriate information has been received and studied.	0	2	1	3	1	1.8
5. acts only after giving administration time to gather information and make recommendations.	0	2	3	1	1	2.2
6. respects the administration's leadership by thoughtfully deliberating on recommendations.	0	2	3	1	1	2.2
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.	0	3	4	0	0	2.4
Our Board acts as: <span style="float: right;">A Board of the whole: 3</span> <span style="float: right;">With specific board committees: 4</span>						
1. our board method of governance: contributes to the overall effectiveness and efficiency of the board.	1	1	1	3	1	2.0
2. our board method of governance: has clearly defined bylaws.	3	1	0	3	0	2.6
3. our board method of governance: lessens the total work of board members.	0	2	2	2	1	2.0
4. our board method of governance: ensures appropriate communication to the board.	0	1	3	1	2	2.0
<b>AVG:</b>						<b>2.3</b>



# Board Operations (continued)

<b>About You, the Board Member</b> <i>As a board member, I:</i>	Commendable <b>4</b>	Good <b>3</b>	Adequate <b>2</b>	Unsatisfactory <b>1</b>	Not Observed	
A. introduce new issues through the agenda process, allowing sufficient time for appropriate study.	4	1	0	1	1	3.3
B. recognize the importance of teamwork, problem solving and effective decision-making.	6	1	0	0	0	3.9
C. attend workshops to increase my effectiveness as a board member.	6	1	0	0	0	3.9
<b>AVG:</b>						<b>3.7</b>





## Board Performance

VI Board Performance						
About the Board <i>Our Board</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
1. recognize that authority rests with the board as a whole, sitting in a legally authorized board meeting.	1	3	0	3	0	2.3
2. make every effort to attend all board meetings, coming prepared and having done their homework.	1	1	2	3	0	2.0
3. recognizes the need for, and the importance of, confidentiality.	0	2	1	4	0	1.7
4. works together in an atmosphere of mutual trust and respect.	0	1	0	5	1	1.3 <b>TIED LOWEST</b>
5. ensures that all members have input into decisions.	0	1	2	3	1	1.7
6. avoids even the appearance of impropriety or conflict of interest.	0	1	0	5	1	1.3 <b>TIED LOWEST</b>
7. operates in accordance with the board member's Code of Ethics and the Ethics Act.	0	2	1	3	1	1.8
					<b>LOWEST BOARD SCORE AVG: 1.7</b>	

About You, the Board Member <i>As a board member, I:</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
A. make no personal promises nor take any private action.	5	2	0	0	0	3.7
B. make every effort to attend all meetings, having done my homework and prepared to contribute.	7	0	0	0	0	4.0
C. maintain the confidentiality of board proceedings.	5	2	0	0	0	3.7
D. am respectful of everyone at our meetings and I listen with an open mind.	5	2	0	0	0	3.7
E. adhere to ethical standards.	6	1	0	0	0	3.9
					<b>AVG: 3.8</b>	



## Board/ Superintendent Relationships

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.	0	4	2	1	0	2.4
2. works with the superintendent in a spirit of mutual trust and confidence.	0	4	2	1	0	2.4
3. maintains ongoing open lines of communication, and observes the chain of command.	1	3	0	3	0	2.3
4. keeps the superintendent informed about community/school issues and aspirations.	0	4	3	0	0	2.6
5. conducts a comprehensive and fair annual evaluation of the superintendent in accordance with statute and code as per NJQSAC.	1	3	0	3	0	2.3
6. works with the superintendent to develop performance objectives for evaluation that are consistent with district goals and in compliance with district policy.	0	2	0	3	2	1.8
7. requires regular dialogue on progress towards district goals and objectives, student achievement and feedback on performance.	0	4	3	0	0	2.6
					<b>AVG:</b>	<b>2.3</b>

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.	5	2	0	0	0	3.7
B. observe the chain of command.	6	1	0	0	0	3.9
C. participate fully in the superintendent evaluation process approaching the task of evaluation fairly and diligently.	6	0	0	0	1	4.0
					<b>HIGHEST MEMBER INDICATOR</b>	
					<b>HIGHEST MEMBER SCORE OVERALL</b>	<b>AVG: 3.9</b>



# Board/Staff Relationships

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.	0	5	1	1	0	2.6
2. recognizes the importance of staff development and provides the necessary time and funds.	2	3	2	0	0	3.0
3. provides for public recognition of staff achievements.	1	4	1	1	0	2.7
4. treats district staff with courtesy and respect, recognizing that the appropriate channel for board/staff communications is through the superintendent.	1	4	2	0	0	2.9
5. ensures that our actions and decisions are quickly and effectively communicated to the staff.	1	3	3	0	0	2.7
					<b>AVG:</b>	<b>2.8</b>

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.	5	2	0	0	0	3.7
B. use and enforce the chain of command.	6	1	0	0	0	3.9
C. attend school and community activities.	6	1	0	0	0	3.9
					<b>AVG:</b>	<b>3.8</b>



# Board & Community

IX Board and Community						
<b>About the Board</b> <i>Our Board</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
1. acts as representatives for every child in our school district.	1	4	1	1	0	2.7
2. anticipates community issues and trends affecting our district.	0	4	1	2	0	2.3
3. encourages community involvement in the district.	0	4	1	2	0	2.3
4. promotes community use of school facilities.	0	1	3	2	1	1.8
5. builds partnerships with the community, business and governmental leaders.	0	3	1	3	0	2.0
6. provides opportunity for meaningful parental involvement.	0	4	0	3	0	2.1
7. has an effective community relations program.	0	2	1	4	0	1.7
					<b>AVG:</b>	<b>2.1</b>

<b>About You, the Board Member</b> <i>As a board member, I:</i>	Commendable	Good	Adequate	Unsatisfactory	Not Observed	
	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
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.	6	1	0	0	0	3.9
C. promote the positive image of the district within the community.	6	0	1	0	0	3.7
					<b>AVG:</b>	<b>3.8</b>



# Challenges District is Facing

Members asked to identify major challenges the district is facing:

- Funding
- COVID and education/curriculum/assessment
- Municipal redevelopment
- Community involvement/representation
- Student participation
- Teacher hiring/retention
- Boosting morale
- Relationship with city hall
- Board relationships
- Board members being prepared and on time for meetings.



# Governance Areas

Members asked to identify areas of governance that require additional focus and training:

- Relationship building with one another and superintendent
- Policy committee/maintain current policies & bylaws
- Long-term Plan
- Ethics training/Confidentiality
- Meeting decorum and preparation
- Governance/role of board
  - Accountability/commitment
  - Make knowledgeable/informed decisions
  - Leadership training

