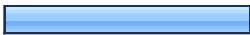



**1. Please identify your current function in the Pequannock Township School District**

		Response Percent	Response Count
I am a Board of Education member		36.8%	7
<b>I am an administrator</b>		<b>63.2%</b>	<b>12</b>
		<b>answered question</b>	<b>19</b>
		<b>skipped question</b>	<b>0</b>

## 2. Please evaluate each item on a scale of 4 (vital) to 1 (not important)

	Vital	Very Important	Somewhat Important	Not Important	Rating Average	Response Count
I. Planning: The board is a planning body, focusing on the district mission and goals.	<b>62.5% (10)</b>	31.3% (5)	6.3% (1)	0.0% (0)	3.56	16
II. Policy: The board is a policy-making body, focusing on the development, review and revision of policy.	<b>75.0% (12)</b>	25.0% (4)	0.0% (0)	0.0% (0)	3.75	16
III. Student Achievement: The board requires written curriculum and systematic evaluation that is focused on student achievement.	<b>81.3% (13)</b>	18.8% (3)	0.0% (0)	0.0% (0)	3.81	16
IV. Finance: The board provides financial oversight for budget development and evaluation, program support and equity.	<b>50.0% (8)</b>	37.5% (6)	12.5% (2)	0.0% (0)	3.38	16
V. Board Operations: The board operates through bylaws and effective meeting procedures, using collaborative decision-making skills.	<b>56.3% (9)</b>	37.5% (6)	6.3% (1)	0.0% (0)	3.50	16
VI. Board Performance: The board exhibits good boardsmanship in areas of confidentiality, listening skills, preparedness, conflict management.	<b>50.0% (8)</b>	43.8% (7)	6.3% (1)	0.0% (0)	3.44	16
VII. Board/ Superintendent Relationships: The board respects the differences in roles and responsibilities, maintaining good communication and interaction between the board and the superintendent.	<b>75.0% (12)</b>	18.8% (3)	6.3% (1)	0.0% (0)	3.69	16
VIII. Board/Staff Relationships: The board has effective personnel policies and supports staff development related to student achievement and recognition of staff accomplishments.	<b>50.0% (8)</b>	37.5% (6)	12.5% (2)	0.0% (0)	3.38	16

IX. Board and Community: The board effectively represents and communicates with the public, involving the community in district planning.	31.3% (5)	<b>56.3% (9)</b>	12.5% (2)	0.0% (0)	3.19	16
<b>answered question</b>						<b>16</b>
<b>skipped question</b>						<b>3</b>

### 3. Please evaluate each item on a scale of 4 (commendable) to 1 (unsatisfactory) About the Board Our Board:

	Commendable	Good	Adequate	Unsatisfactory	Not Observed	Rating Average	Resp Co
1. with broad community input, established a district wide mission and multi-year plan for education.	12.5% (2)	<b>75.0% (12)</b>	12.5% (2)	0.0% (0)	0.0% (0)	3.00	
2. plans, and collaboratively sets district and board goals and establishes priorities annually.	25.0% (4)	<b>56.3% (9)</b>	18.8% (3)	0.0% (0)	0.0% (0)	3.06	
3. reviews Action Plans developed to support the goals.	6.3% (1)	<b>56.3% (9)</b>	37.5% (6)	0.0% (0)	0.0% (0)	2.69	
4. regularly monitors progress towards achieving the district's vision, mission and goal making adjustments as needed.	13.3% (2)	<b>53.3% (8)</b>	33.3% (5)	0.0% (0)	0.0% (0)	2.80	
<b>answered question</b>							
<b>skipped question</b>							

#### 4. About You, the Board Member As a board member, I:

	Commendable	Good	Adequate	Unsatisfactory	Rating Average	Response Count
A. participate fully in the district's planning process	33.3% (3)	<b>55.6% (5)</b>	11.1% (1)	0.0% (0)	3.22	9
B. recognize the importance of meaningful public participation in the planning process.	<b>44.4% (4)</b>	<b>44.4% (4)</b>	11.1% (1)	0.0% (0)	3.33	9
C. support the district vision, mission and goals.	22.2% (2)	<b>77.8% (7)</b>	0.0% (0)	0.0% (0)	3.22	9
<b>answered question</b>						<b>9</b>
<b>skipped question</b>						<b>10</b>

#### 5. Comments and Examples:

	Response Count
	1
<b>answered question</b>	<b>1</b>
<b>skipped question</b>	<b>18</b>

**6. Please evaluate each item on a scale of 4 (commendable) to 1 (unsatisfactory) About the Board Our Board:**

	Commendable	Good	Adequate	Unsatisfactory	Not Observed	Rating Average	Resp Co
1. operates as a "policy-making body"	12.5% (2)	<b>75.0% (12)</b>	12.5% (2)	0.0% (0)	0.0% (0)	3.00	
2. develops broad policies that give the administration sufficient authority and latitude to manage the day-to-day operations.	6.3% (1)	<b>81.3% (13)</b>	0.0% (0)	12.5% (2)	0.0% (0)	2.81	
3. uses written policies as the framework of our decision-making process.	25.0% (4)	<b>68.8% (11)</b>	0.0% (0)	6.3% (1)	0.0% (0)	3.13	
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.	<b>68.8% (11)</b>	12.5% (2)	18.8% (3)	0.0% (0)	0.0% (0)	3.50	
5. ensures that the administration develops appropriate procedures and regulations to implement the board's policy intent.	25.0% (4)	<b>56.3% (9)</b>	0.0% (0)	12.5% (2)	6.3% (1)	2.81	
<b>answered question</b>							
<b>skipped question</b>							

## 7. About You,the Board Member As a board member,I:

	Commendable	Good	Adequate	Unsatisfactory	Rating Average	Response Count
A. am familiar with the board's policies.	42.9% (3)	<b>57.1% (4)</b>	0.0% (0)	0.0% (0)	3.43	7
B. use board policy as a basis for decision-making.	42.9% (3)	<b>57.1% (4)</b>	0.0% (0)	0.0% (0)	3.43	7
C. leave policy implementation to the administrative staff.	<b>57.1% (4)</b>	42.9% (3)	0.0% (0)	0.0% (0)	3.57	7
D. avoid involvement in day-to-day operations of the district.	<b>71.4% (5)</b>	14.3% (1)	14.3% (1)	0.0% (0)	3.57	7
<b>answered question</b>						<b>7</b>
<b>skipped question</b>						<b>12</b>

## 8. Comments and Examples:

	Response Count
	1
<b>answered question</b>	<b>1</b>
<b>skipped question</b>	<b>18</b>

**9. Please evaluate each item on a scale of 4 (commendable) to 1 (unsatisfactory) About the Board Our Board:**

	Commendable	Good	Adequate	Unsatisfactory	Not Observed	Rating Average	Resp Co
1. determines the district educational goals with input and data from administration.	31.3% (5)	<b>56.3% (9)</b>	12.5% (2)	0.0% (0)	0.0% (0)	3.19	
2. requires written curriculum with specific evaluation components in accordance with all statutes.	37.5% (6)	<b>50.0% (8)</b>	6.3% (1)	0.0% (0)	6.3% (1)	3.13	
3. requires systematic evaluation of and feedback on instructional program.	<b>43.8% (7)</b>	37.5% (6)	12.5% (2)	6.3% (1)	0.0% (0)	3.19	
4. uses the expertise of the professional staff, in development of curriculum, insuring it is focused on student achievement.	37.5% (6)	<b>50.0% (8)</b>	12.5% (2)	0.0% (0)	0.0% (0)	3.25	
5. monitors the effectiveness of our instructional programs by measuring student achievement against state and local standards and other pertinent data.	<b>50.0% (8)</b>	31.3% (5)	18.8% (3)	0.0% (0)	0.0% (0)	3.31	
6. sets high standards for all students based on multiple, assessment measures.	<b>50.0% (8)</b>	43.8% (7)	0.0% (0)	0.0% (0)	6.3% (1)	3.31	
<b>answered question</b>							
<b>skipped question</b>							

## 10. About You,the Board Member As a board member, I:

	Commendable	Good	Adequate	Unsatisfactory	Rating Average	Response Count
A. am involved in determining district educational goals.	14.3% (1)	<b>57.1% (4)</b>	28.6% (2)	0.0% (0)	2.86	7
B. am aware of the community's educational aspirations.	<b>57.1% (4)</b>	42.9% (3)	0.0% (0)	0.0% (0)	3.57	7
C.focus on improving student achievement as a basis in my educational decision-making.	<b>57.1% (4)</b>	42.9% (3)	0.0% (0)	0.0% (0)	3.57	7
<b>answered question</b>						<b>7</b>
<b>skipped question</b>						<b>12</b>

## 11. Comments and examples:

	Response Count
	0
<b>answered question</b>	<b>0</b>
<b>skipped question</b>	<b>19</b>

**12. Please evaluate each item on a scale of 4 (commendable) to 1 (unsatisfactory) About the Board Our Board:**

	Commendable	Good	Adequate	Unsatisfactory	Not Observed	Rating Average	Resp Co
1. exercises financial oversight of all aspects of district operations in accordance with statutes.	<b>62.5% (10)</b>	18.8% (3)	12.5% (2)	6.3% (1)	0.0% (0)	3.38	
2. provides policy guidelines and parameters, related to our goals, for budget development/evaluation.	<b>56.3% (9)</b>	18.8% (3)	18.8% (3)	6.3% (1)	0.0% (0)	3.25	
3. requires that all requests for unbudgeted expenditures be accompanied by specific indication of need and funding sources.	<b>31.3% (5)</b>	<b>31.3% (5)</b>	25.0% (4)	12.5% (2)	0.0% (0)	2.81	
4. balances the educational needs of students with the impact of budgetary increases.	31.3% (5)	<b>50.0% (8)</b>	12.5% (2)	6.3% (1)	0.0% (0)	3.06	
5. reviews, understands and evaluates all financial reports to ensure that all educational dollars are used in an efficient and effective manner.	<b>37.5% (6)</b>	<b>37.5% (6)</b>	12.5% (2)	12.5% (2)	0.0% (0)	3.00	
<b>answered question</b>							
<b>skipped question</b>							

### 13. About You,the Board Member As a board member, I:

	Commendable	Good	Adequate	Unsatisfactory	Rating Average	Response Count
A. understand the relationship between our budget and our district's goals.	<b>57.1% (4)</b>	28.6% (2)	0.0% (0)	14.3% (1)	3.29	7
B. understand and participate in our district's budgeting process.	<b>71.4% (5)</b>	14.3% (1)	0.0% (0)	14.3% (1)	3.43	7
C. understand and review the monthly reports.	28.6% (2)	<b>42.9% (3)</b>	14.3% (1)	14.3% (1)	2.86	7
D. understand and review the results of the annual audit.	28.6% (2)	<b>42.9% (3)</b>	14.3% (1)	14.3% (1)	2.86	7
<b>answered question</b>						<b>7</b>
<b>skipped question</b>						<b>12</b>

### 14. Comments and examples:

	Response Count
	0
<b>answered question</b>	<b>0</b>
<b>skipped question</b>	<b>19</b>



**15. Please evaluate each item on a scale of 4 (commendable) to 1 (unsatisfactory) About the Board Our Board:**

	Commendable	Good	Adequate	Unsatisfactory	Not Observed	Rating Average	Resp Co
1.holds our meetings in compliance with applicable statutes, policies and bylaws.	<b>68.8% (11)</b>	18.8% (3)	12.5% (2)	0.0% (0)	0.0% (0)	3.56	
2. provides a climate that allows free, open and orderly discussion by all members at our meetings.	18.8% (3)	<b>56.3% (9)</b>	25.0% (4)	0.0% (0)	0.0% (0)	2.94	
3. develops and utilizes skills in teamwork, consensus building, collaborative problem solving and decision making.	0.0% (0)	<b>56.3% (9)</b>	43.8% (7)	0.0% (0)	0.0% (0)	2.56	
4. uses good decision making processes, acting only after all appropriate information has been received and studied.	0.0% (0)	<b>68.8% (11)</b>	25.0% (4)	6.3% (1)	0.0% (0)	2.63	
5. acts only after giving administration time to gather information and make recommendations.	6.3% (1)	<b>68.8% (11)</b>	18.8% (3)	6.3% (1)	0.0% (0)	2.75	
6. respects the administration's leadership by thoughtfully deliberating on recommendations.	12.5% (2)	<b>62.5% (10)</b>	25.0% (4)	0.0% (0)	0.0% (0)	2.88	
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.	25.0% (4)	<b>56.3% (9)</b>	18.8% (3)	0.0% (0)	0.0% (0)	3.06	
<b>answered question</b>							
<b>skipped question</b>							

## 16. Our board method of governance:

	Commendable	Good	Adequate	Unsatisfactory	Not Observed	Rating Average	Response Count
8. contributes to the overall effectiveness and efficiency of the board.	0.0% (0)	<b>71.4% (10)</b>	28.6% (4)	0.0% (0)	0.0% (0)	2.71	
9. has clearly defined bylaws.	21.4% (3)	<b>57.1% (8)</b>	21.4% (3)	0.0% (0)	0.0% (0)	3.00	
10. lessens the total work of the board members.	0.0% (0)	<b>50.0% (7)</b>	35.7% (5)	7.1% (1)	7.1% (1)	2.29	
11. ensures appropriate communication to the board.	7.7% (1)	<b>61.5% (8)</b>	23.1% (3)	7.7% (1)	0.0% (0)	2.69	
<b>answered question</b>							
<b>skipped question</b>							

## 17. Our board acts as:

		Response Percent	Response Count
a board of the whole		8.3%	1
with specific board committees		91.7%	11
<b>answered question</b>			<b>12</b>
<b>skipped question</b>			<b>7</b>

## 18. About You, the Board Member As a board member, I:

	Commendable	Good	Adequate	Unsatisfactory	Rating Average	Response Count
A. introduce new issues through the agenda process, allowing sufficient time for appropriate study.	28.6% (2)	<b>71.4% (5)</b>	0.0% (0)	0.0% (0)	3.29	7
B. recognize the importance of teamwork, problem solving and effective decision-making.	42.9% (3)	<b>57.1% (4)</b>	0.0% (0)	0.0% (0)	3.43	7
C. attend workshops to increase my effectiveness as a board member.	0.0% (0)	<b>57.1% (4)</b>	42.9% (3)	0.0% (0)	2.57	7
<b>answered question</b>						<b>7</b>
<b>skipped question</b>						<b>12</b>

## 19. Comments and examples:

	Response Count
	0
<b>answered question</b>	<b>0</b>
<b>skipped question</b>	<b>19</b>

**20. Please evaluate each item on a scale of 4 (commendable) to 1 (unsatisfactory) About the Board Our Board Members:**

	Commendable	Good	Adequate	Unsatisfactory	Not observed	Rating Average	Response Count
1. recognize that authority rests with the board as a whole, sitting in a legally authorized board meeting.	18.8% (3)	25.0% (4)	<b>43.8% (7)</b>	12.5% (2)	0.0% (0)	2.50	
2. make every effort to attend all board meetings, coming prepared and having done their homework.	31.3% (5)	<b>50.0% (8)</b>	18.8% (3)	0.0% (0)	0.0% (0)	3.13	
3. recognize the need for, and the importance of, confidentiality.	18.8% (3)	25.0% (4)	<b>37.5% (6)</b>	18.8% (3)	0.0% (0)	2.44	
4. work together in an atmosphere of mutual trust and respect.	0.0% (0)	31.3% (5)	<b>37.5% (6)</b>	31.3% (5)	0.0% (0)	2.00	
5. ensure that all members have input into decisions.	6.3% (1)	<b>62.5% (10)</b>	31.3% (5)	0.0% (0)	0.0% (0)	2.75	
6. avoid even the appearance of impropriety or conflict of interest.	0.0% (0)	31.3% (5)	<b>43.8% (7)</b>	25.0% (4)	0.0% (0)	2.06	
7. operates in accordance with the board member's Code of Ethics and Ethics Act.	6.3% (1)	<b>50.0% (8)</b>	31.3% (5)	12.5% (2)	0.0% (0)	2.50	
<b>answered question</b>							
<b>skipped question</b>							

## 21. About You, the Board Member As a board member, I:

	Commendable	Good	Adequate	Unsatisfactory	Rating Average	Response Count
A. make no personal promises nor take any private action.	<b>71.4% (5)</b>	28.6% (2)	0.0% (0)	0.0% (0)	3.71	7
B. make every effort to attend all meetings, having done my homework and prepared to contribute.	<b>85.7% (6)</b>	14.3% (1)	0.0% (0)	0.0% (0)	3.86	7
C. maintain the confidentiality of board proceedings	<b>71.4% (5)</b>	28.6% (2)	0.0% (0)	0.0% (0)	3.71	7
D. am respectful of everyone at our meeting and I listen with an open mind.	<b>71.4% (5)</b>	28.6% (2)	0.0% (0)	0.0% (0)	3.71	7
E. adhere to ethical standards.	<b>85.7% (6)</b>	14.3% (1)	0.0% (0)	0.0% (0)	3.86	7
<b>answered question</b>						<b>7</b>
<b>skipped question</b>						<b>12</b>

## 22. Comments and Examples:

	Response Count
	0
<b>answered question</b>	<b>0</b>
<b>skipped question</b>	<b>19</b>

**23. Please evaluate each item on a scale of 4 (commendable) to 1 (unsatisfactory) About the Board Our Board:**

	Commendable	Good	Adequate	Unsatisfactory	Not Observed	Rating Average	Resp Co
1. respects the management responsibilities and administrative prerogatives of the superintendent.	0.0% (0)	<b>68.8% (11)</b>	18.8% (3)	12.5% (2)	0.0% (0)	2.56	
2. works with the superintendent in a spirit of mutual trust and confidence.	12.5% (2)	<b>56.3% (9)</b>	25.0% (4)	6.3% (1)	0.0% (0)	2.75	
3. maintains ongoing open lines of communication, and observes the chain of command.	6.3% (1)	<b>56.3% (9)</b>	18.8% (3)	18.8% (3)	0.0% (0)	2.50	
4. keeps the superintendent informed about community/school issues and aspirations.	25.0% (4)	<b>56.3% (9)</b>	18.8% (3)	0.0% (0)	0.0% (0)	3.06	
5. conducts a comprehensive and fair annual evaluation of the superintendent in accordance with statute and code as per NJQSAC.	25.0% (4)	<b>50.0% (8)</b>	12.5% (2)	0.0% (0)	12.5% (2)	2.75	
6. works with the superintendent to develop performance objectives for evaluation that are consistent with district goals and in compliance with district policy.	18.8% (3)	<b>50.0% (8)</b>	25.0% (4)	0.0% (0)	6.3% (1)	2.75	
7. requires regular dialogue on progress towards district goals and objectives, student achievement and feedback on performance.	31.3% (5)	<b>43.8% (7)</b>	25.0% (4)	0.0% (0)	0.0% (0)	3.06	
<b>answered question</b>							
<b>skipped question</b>							

## 24. About You, the Board Member As a board member, I:

	Commendable	Good	Adequate	Unsatisfactory	Rating Average	Response Count
A. respect the management responsibility of the superintendent.	<b>71.4% (5)</b>	28.6% (2)	0.0% (0)	0.0% (0)	3.71	7
B. observe the chain of command.	<b>57.1% (4)</b>	42.9% (3)	0.0% (0)	0.0% (0)	3.57	7
C. participate fully in the superintendent evaluation process approaching the task of evaluation fairly and diligently.	<b>57.1% (4)</b>	42.9% (3)	0.0% (0)	0.0% (0)	3.57	7
<b>answered question</b>						<b>7</b>
<b>skipped question</b>						<b>12</b>

## 25. Comments and Examples:

	Response Count
	0
<b>answered question</b>	<b>0</b>
<b>skipped question</b>	<b>19</b>

**26. Please evaluate each item on a scale of 4 (commendable) to 1 (unsatisfactory) About the Board Our Board:**

	Commendable	Good	Adequate	Unsatisfactory	Not Observed	Rating Average	Resp Co
1. provides effective personnel policy direction and oversight.	25.0% (4)	<b>56.3% (9)</b>	12.5% (2)	6.3% (1)	0.0% (0)	3.00	
2. recognizes the importance of staff development and provides the necessary time and funds.	25.0% (4)	<b>50.0% (8)</b>	25.0% (4)	0.0% (0)	0.0% (0)	3.00	
3. provides for public recognition of staff achievements.	<b>68.8% (11)</b>	18.8% (3)	12.5% (2)	0.0% (0)	0.0% (0)	3.56	
4. treats district staff with courtesy and respect, recognizing that the appropriate channel for board/staff communications is through the superintendent.	18.8% (3)	<b>68.8% (11)</b>	6.3% (1)	6.3% (1)	0.0% (0)	3.00	
5. ensures that our actions and decisions are quickly and effectively communicated to the staff.	0.0% (0)	<b>75.0% (12)</b>	25.0% (4)	0.0% (0)	0.0% (0)	2.75	
<b>answered question</b>							
<b>skipped question</b>							

## 27. About You, the Board Member As a board member, I:

	Commendable	Good	Adequate	Unsatisfactory	Rating Average	Response Count
A. communicate all concerns about staff members to the superintendent.	<b>71.4% (5)</b>	28.6% (2)	0.0% (0)	0.0% (0)	1.29	7
B. use and enforce the chain of command.	<b>57.1% (4)</b>	42.9% (3)	0.0% (0)	0.0% (0)	1.43	7
C. attend school and community activities.	14.3% (1)	<b>42.9% (3)</b>	28.6% (2)	14.3% (1)	2.43	7
<b>answered question</b>						<b>7</b>
<b>skipped question</b>						<b>12</b>

## 28. Comments and Examples:

	Response Count
	0
<b>answered question</b>	<b>0</b>
<b>skipped question</b>	<b>19</b>

**29. Please evaluate each item on a scale of 4 (commendable) to 1 (unsatisfactory) About the Board Our Board:**

	Commendable	Good	Adequate	Unsatisfactory	Not Observed	Rating Average	Resp Co
1. acts as representatives for every child in our school district.	31.3% (5)	<b>43.8% (7)</b>	18.8% (3)	6.3% (1)	0.0% (0)	3.00	
2. anticipates community issues and trends affecting our district.	12.5% (2)	<b>62.5% (10)</b>	25.0% (4)	0.0% (0)	0.0% (0)	2.88	
3. encourages community involvement in the district.	31.3% (5)	<b>43.8% (7)</b>	25.0% (4)	0.0% (0)	0.0% (0)	3.06	
4. promotes community use of school facilities.	37.5% (6)	<b>50.0% (8)</b>	12.5% (2)	0.0% (0)	0.0% (0)	3.25	
5. builds partnerships with community, business and governmental leaders.	31.3% (5)	<b>50.0% (8)</b>	18.8% (3)	0.0% (0)	0.0% (0)	3.13	
6. provides opportunity for meaningful parental involvement.	12.5% (2)	<b>56.3% (9)</b>	31.3% (5)	0.0% (0)	0.0% (0)	2.81	
7. has an effective relations program.	0.0% (0)	<b>62.5% (10)</b>	31.3% (5)	6.3% (1)	0.0% (0)	2.56	
<b>answered question</b>							
<b>skipped question</b>							




### 30. About You, the Board Member As a board member, I:

					Rating Average	Response Count
A. make my decisions based on what is best for every child in the entire district.	<b>85.7% (6)</b>	14.3% (1)	0.0% (0)	0.0% (0)	1.14	7
B. listen to, and consider, community input while guarding my statutory decision-making authority.	42.9% (3)	<b>57.1% (4)</b>	0.0% (0)	0.0% (0)	1.57	7
C. promote the positive image of the district within the community.	<b>57.1% (4)</b>	42.9% (3)	0.0% (0)	0.0% (0)	1.43	7
<b>answered question</b>						<b>7</b>
<b>skipped question</b>						<b>12</b>

### 31. Comments and Examples:

	Response Count
	0
<b>answered question</b>	<b>0</b>
<b>skipped question</b>	<b>19</b>

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

		Response Percent	Response Count
1.		100.0%	14
2.		85.7%	12
3.		64.3%	9
		answered question	14
		skipped question	5

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

	Response Count
	1
answered question	1
skipped question	18