

Regular Meeting
South Orange-Maplewood
Board of Education
October 1, 2007

A Regular Meeting of the Board of Education of South Orange-Maplewood was held in the Library at ColumbiaHigh School, 17 Parker Avenue, Maplewood, New Jersey, on October 1, 2007.

Board president Mark Gleason called the meeting to order at 8:00 p.m.

Adequate written notice of this meeting of the South Orange-Maplewood Board of Education was sent to the Township and Village Clerks, the Libraries, The Star Ledger, the News Record and all schools.

PLEDGE OF ALLEGIANCE

Present: Mr. Bennett, Ms. Crawford, Mrs. Daugherty,
Mr. Eastman, Mr. Gleason, Mr. Laine, Dr. Payne-Parrish, Mrs. Wren-Hardin
Absent: Mrs. Jasey

8 MEMBERS PRESENT

APPROVAL OF MINUTES

Mr. Gleason declared the minutes of the Executive and Public Sessions of September 17, 2007 approved.

HEARING OF INDIVIDUALS AND DELEGATIONS

Name

Topic

Paula Bethea
President

SOMS to Invited Board of Education members to SOMEA
view the improvements that have
been made. Other SOMEA issues were
mentioned including negotiating with
staff.

Sharon Roerty
CHS HSA President

Welcomed the Board of Education to CHS.
Congratulated Mrs Jasey. Thanked Mr.
Osborne and Administration for excellent

District Staff Welcoming Day.

Mrs. Jasey read her letter of resignation. Mr. Gleason spoke about her nine years of service as the longest serving member of the Board of Education and the many contributions she had made to the district.

DISCUSSION

First Reading: Policy 8601 – School Dismissal

First Reading: Policy 8880 – Reimbursement of Travel and Related Expenses

Mr. Eastman introduced the two policies for the first reading.

Ms. Bass described the two policies as new requirements of state legislation and provided background for the policies. Members had the opportunity to ask questions for clarification.

2008-09 Budget Principles

Mr. Laine introduced a discussion of the principles to guide the 2008-09 budget process. He opened by reviewing the charge of the Finance Committee that relates to the budget process. Three lenses to be used for the budget cycle include:

- aligning the budget to district goals – dramatically changing budget to dramatically change outcomes in the district
- aligning the budget to cost centers such as schools, central office and special education and providing resources to meet needs of individual groups
- Differentiate discretionary funds from mandated funds – make sure we meet the intent of the law and increase flexibility in discretionary area to meet goals

The Board members discussed further with general support of the three lenses.

ITEMS FOR ACTION

MOTION made by Mr. Laine, seconded by Mr. Bennett, that the Board of Education:

2309A. WHEREAS, the following employees have requested approval for the indicated work-related travel; and

WHEREAS, the attendance at stated function was previously approved by the employees' supervisor and superintendent as work-related and within the scope of the work responsibilities of the attendee; and

WHEREAS, the attendance at the function was approved as promoting delivery of instruction or furthering efficient operation of the school district; and fiscally prudent;

THEREFORE, BE IT RESOLVED THAT the Board of Education approves the attendance and related travel expenses for the following work-related events:

EMPLOYEE	WORKSHOP/CONFERENCE	DATE	Location	Estimated Cost (\$'s)
Gail Robinson	The Dyslexia Learner in Mainstream Classroom	10/12/07	Princeton, NJ	187
Rhoda Chait	The Dyslexia Learner in Mainstream Classroom	10/12/07	Princeton, NJ	187
Donna Friedrich	The Dyslexia Learner in Mainstream Classroom	10/12/07	Princeton, NJ	187
Gail Salomon	The Dyslexic Learner in Mainstream Classroom	10/12/07	Princeton, NJ	187
Barbara Burgess	Assessment & Strategies	10/26/07	Bridgewater, NJ	235
Gail Salomon	Assessment & Strategies	10/26/07	Bridgewater, NJ	159
*Jen Broekman	NJSTA Convention	10/9/07	Somerset, NJ	80
*Linda Grasso	NJSTA Convention	10/9/07	Somerset, NJ	80
*Michelle Epstein	Rethinking School Lunch	11/5-7/07	Berkeley, CA	300
*Judy Elman	Art-Expect the Unexpected	10/2-3/07	Trenton, NJ	90
Jim Cooney	Executive Functioning in Children	11/28/07	Parsippany, NJ	184
*Matthew Endlich	Center for Independent Living	10/18/07	Edison, NJ	22
*Matthew Endlich	Empowerment, Employment & Choice	10/23/07	Edison, NJ	111
Judith Levy	High Tech Communications	10/18/07	Monroe Twp, NJ	111
Ellen Bass	Law Forum	10/25/07	Atlantic City, NJ	75
*Paula Appenzoller	AMTNJ	10/25/07	Somerset, NJ	130
*Amy Simon	AMTNJ	10/25/07	Somerset, NJ	130
*Jaime Dews	AP Psychology	10/13/07	Cherry Hill, NJ	221
Patricia O'Neill	Walkthroughs	10/9/07	Monroe, NJ	184
*Terry Kohn	NJ Science Convention	10/9-10/07	Somerset, NJ	80
*Lori Neetz	NJ APA Training	10/18/07	Monroe, NJ	0
Dory McMahon	Language Arts Leader Assoc.	10/19/07	Basking Ridge, NJ	25
*Donna Wagner	Adapted P.E.	10/8/07	Ocean Twp, NJ	110
*Paul Selikson	AMTNJ Conference	10/26/07	Somerset, NJ	70
*Janet Mandel	The Age of Rembrandt	10/24/07	NY, NY	115

*Janet Mandel	American Art of the 19 th Century	10/22, 11/12, 12/10,12/17/07	Newark, NJ	70
*Martha Ash	American Art of the 19 th Century	10/22/07	Newark, NJ	20
Cheryl Schneider	DRTRS	10/12/07	Mt. Olive,NJ	25
Janice Pazmino	DRTRS	10/12/07	Mt. Olive,NJ	25
*Janet Bustrin	SRA LAL Registered Holistic Scoring Training	11/1/07	Fairfield,NJ	8
*Mary Maco	Effective Classroom Mgmt	10/24/07	New Providence,NJ	122
Wendy Bozza	AP World History	10/20/07	Flanders, NJ	175
Cathy McDonough	AP World History	10/20/07	Flanders, NJ	175
Emily Scatudrchio	AP World History	10/20/07	Flanders, NJ	175
Matthew Borkowski	AP World History	10/20/07	Flanders, NJ	175
Glynnis McCarthy	AP World History	10/20/07	Flanders, NJ	175
C. Schneider	ASSA Training	10/9/07	East Brunswick,NJ	30
M. Basra	ASSA Training	10/12/07	Wayne, NJ	20
Dawn McNamara	Psychology Conference	10/19/07	South Orange, NJ	75
19 Art Teachers	Staff Development-Museum Education	10/8/07	NY, NY	700 total

* Substitute Coverage Required

2309B. Approves the following attendance and related travel expenses:

BOARD MEMBER	EVENT	DATE	Location	Estimated Cost (\$'s)
Lynne Crawford	Law Forum	10/25/07	Atlantic City, NJ	75

BE IT FURTHER RESOLVED THAT the Board of Education approve the above event to be work related and within the scope of the work responsibilities of the of the attendee and promotes the delivery of instruction or furthering of efficient operation of the school district and is fiscally prudent, and in compliance with N.J.S.A. 18A:12-24 and 24.1 of the School Ethics Act.

2309C. Accepts a Reaching Everyone By Exposing Lies (REBEL) grant award for the 2007-08 school year in the amount of \$3,000 from Essex Prevention Resources, Inc. as a participant in the REBEL program.

BE IT FURTHER RESOLVED that the following budget is created and the Superintendent or his designee is authorized to administer it:

BE IT FURTHER RESOLVED that the Board President, Superintendent and Board Secretary are authorized to execute and deliver any necessary contracts and reports on behalf of the Board.

2309D. Appoints Richard Rosenberg as Administrative Consultant from October 15, 2007 through June 30, 2008 at a rate of \$625 per day.

2309E. Adopts the attached process and timeline, and written questions for filling the vacancy on the Board of Education.

ROLL CALL: Motion 2309A-C, E passed; 8 yes, 0 no.

Motion 2309D passed. YES: Mr. Bennett, Ms. Crawford, Mrs. Daugherty, Mr. Eastman, Mr. Gleason, Mr. Laine, Dr. Payne-Parrish, Mrs. Wren-Hardin. NO: none.

Mr. Gleason encouraged community members to consider applying for the vacant position.

MOTION made by Ms. Crawford, seconded by Mrs. Wren-Hardin, that the Board of Education:

2310. Approves the research by a doctoral candidate who is exploring successful techniques designed to improve student health and well-being employed by five of the New Jersey school districts identified as "Making It Happen" by the United States and New Jersey Departments of Agriculture.

BE IT FURTHER RESOLVED THAT the Superintendent is authorized to deliver any necessary information and/or reports on behalf of the Board.

ROLL CALL: Motion 2310 passed; 8 yes, 0 no.

MOTION made by Mr. Bennett, seconded by Mr. Laine that the Board of Education:

2311. Sets the following as its primary goals with respect to governance and representation during the 2007-08 year.

1. Implement policy governance practices to more effectively focus Board time and effort on high-level, long-term policy discussions and academic outcomes.

~~a. Adhering to current board policy, apply Roberts' Rules of Order with more consistency to govern meeting practices.~~

a. Hire a consultant with expertise in policy governance to assist the board in implementation, at a minimum through the facilitation of a workshop.

b. Introduce a consent-agenda format for Board resolution of routine fiscal and personnel items.

c. Make significant progress in developing and approving a slimmed down policy manual for Board and the Administration that incorporates the following:

District Goals, ends, limitations; Board-superintendent relations; and, Board governance.

2. Complete a thorough and objective annual evaluation of the superintendent, using a format developed by the Board that closely aligns evaluation to achievement of District Goals.
 - a. Conduct four quarterly evaluation sessions with the superintendent in order to deliver ~~ongoing~~ feedback and produce the ~~final~~ annual evaluation.
3. Conduct a 2008-09 budget-development process that focuses board attention and effort on the alignment of district spending with District Goals.
4. Prepare for and initiate 2009-10 negotiations with SOMEA with a partnership approach ~~rather than an adversarial one~~ jointly focused on achieving mutually desirable goals, and keeping student needs and District Goals primary.
5. Improve the Board's external communications and outreach. ~~through the~~
 - ~~da.~~Effectively communicate to the community in various ways the contents of District Goals.
 - ~~ab.~~Hold ~~holding of periodic~~ some Board meetings at district schools.
- ~~bc.~~Ddevelopment of a comprehensive, user-friendly Board section on ~~the new~~ district website. ~~and~~
 - ~~ed.~~Make more effective use of media relations.
6. Improve the Board's internal communications. ~~(and cut down on the use of paper)~~ by
 - a. ~~Introduce~~ing a password-protected intranet for submission, storage and retrieval of Board documents and correspondence.
- ~~7. Use opportunities for outreach and interaction with community members to develop a diverse pool of knowledgeable, enthusiastic candidates for future Board election.~~
7. Effectively advocate at the state level on policy and legislative issues of concern to the district.

MOTION made by Dr. Payne-Parrish, seconded by Mr. Eastman, to add #8 "Identify and champion issues at the state level that impact the district".

MOTION made by Mr. Gleason, seconded by Ms. Crawford, to table the above amendment to add #8.

ROLL CALL: Motion to table #8 passed; 8 yes, 0 no.

MOTION made by Mr. Eastman, seconded by Mrs. Wren-Hardin, to add goal #8 "Effectively advocate at the state level on policy and legislative issues of concern to the district."

ROLL CALL: Motion to add #8 passed as amended; 8 yes, 0 no.

MOTION made by Mr. Eastman, seconded by Mr. Laine, to add 1.c. Make significant progress in developing a slimmed down core policies manual for Board and administrative use that would incorporate district goals and would include policies in each of the following major areas: ends, limitations; board-superintendent relations; and board governance.

ROLL CALL: Motion to add 1.c. passed; 6 yes, 2 no (Mr. Gleason, Mr. Laine).

MOTION made by Mr. Laine, seconded by Mrs. Daugherty, to substitute 1.a. Hire a consultant with expertise in policy governance to assist the Board in implementation.

ROLL CALL: Motion to substitute 1.a. passed; 8 yes, 0 no.

MOTION made by Dr. Payne-Parrish, seconded by Mr. Gleason, to add "at least through a workshop" to 1.a. and a recommendation was made to remove "ongoing" and "final" from #2.

ROLL CALL: Motion to amend 1.a. passed as amended; 8 yes, 0 no

MOTION made by Dr. Payne-Parrish, seconded by Mr. Bennett, to delete "rather than an adversarial one" from #4.

ROLL CALL: Motion to amend #4 passed as amended; 8 yes, 0 no.

A recommendation was made to amend #5 from sentence to outline format.

MOTION made by Mrs. Wren-Hardin, seconded by Mr. Bennett, to delete #7.

ROLL CALL: Motion to delete #7 passed; 6 yes, 2 no (Mr. Laine, Mr. Eastman).

MOTION made by Mr. Laine, seconded by Mr. Gleason, to strike #6.

MOTION made by Mr. Gleason, seconded by Dr. Payne-Parrish, to table the above motion to #6.

ROLL CALL: Motion to table #6 passed; 6 yes, 2 no (Mr. Laine, Mr. Gleason).

MOTION made by Mr. Gleason, seconded by Ms. Crawford, to reformat goal #6 and to delete "and cut down on the use of paper."

ROLL CALL: Motion to amend #6 passed as amended; 7 yes, 1 no (Dr. Payne-Parrish).

ROLL CALL: Motion 2311 passed as amended; 8 yes, 0 no.

HEARING OF INDIVIDUALS AND DELEGATIONS

<u>Name</u>	<u>Topic</u>
Adam Steinbauer, Jackson Huemer CHS Students	Spoke about positives and negatives of the 8-period day.

**Board recessed at 10:03 p.m.
Board reconvened at 10:16 p.m.**

MOTION made by Mr. Laine, seconded by Mr. Bennett, that the Board of Education:

2312. Adopts the 2007-08 District Goals:

Our Mission

The South Orange-Maplewood School District prepares each student to be a productive member of society by offering a quality, comprehensive education within a diverse learning community that values academic excellence. As a productive member of society, a student of South Orange-Maplewood will be:

- responsible, caring, collaborative and ethical.
- a critical thinker and problem solver.
- an effective communicator, both orally and in writing.
- a lifelong learner.

Core Values

- We value equity and excellence in achieving our mission.
- We value effective communication and active collaboration.
- We value investments in early childhood as the foundation of good education.
- We value the renewal of our secondary schools as vibrant and rigorous learning environments.

Preamble

These *district goals* establish the ends by which the district's success in fulfilling its mission of educating students shall be measured over the next four years. Each of these goals, and the underlying objectives, is important and relates to the others. No objective shall be considered met if its achievement comes through the erosion of another objective's baselines.

These goals also comprise essential steps on the path to meeting the aim of the federal No Child Left Behind law to achieve 100% student proficiency in core subject areas by 2014, as measured by standardized assessments. The board hereby embraces that aim.

These goals—specifically their achievement or lack thereof—shall form the primary basis for evaluation of the superintendent by the board. Each is rooted in the strategic imperatives identified in *Vision 2010: Rigor, Relationships & Resources*, the strategic plan that was adopted by the board in October 2005. The board presents this document as the primary statement of priorities that shall govern the initiatives, budget allocations and collective-bargaining objectives of the district in 2007-08 as it looks ahead to 2010-11. Each year the board will review and amend these goals by resolution, including resetting and adding milestones.

The board wishes to note that these are *district goals*, and that our mission compels us to achieve them in ways that benefit every student and every school. That acknowledged, certain of these goals do apply primarily to Columbia High School, and that is appropriate considering that CHS is the school in which all of our students come together and for which they have been prepared during their time in the elementary and middle schools.

Lastly, the board wishes to emphasize that the schools of South Orange-Maplewood seek to educate the *complete* student, utilizing a broad and diverse curriculum that includes art, music, languages, technology, physical education and other subjects that may not be mentioned as priorities for improvement in the goals that follow. Although continuing improvement in the quality of language-arts and math instruction is an essential priority (as indicated in Goal One), it is not the board's intent that such improvement occur through a de-emphasis of the arts and sciences.

Roles

The board has a responsibility to ensure that the district goals reflect community values, to establish the necessary policies to achieve the goals, and to communicate with the community about the goals and progress toward them.

The superintendent is responsible for progress toward the goals, through the management of all staff to achieve clearly stated milestones. The board shall evaluate his performance by assessing success against the milestones on an annual basis.

Definitions

Each of the four district goals has five components.

Goal statement – Articulation of the fundamental, long-term aspirations for the schools of South Orange-Maplewood.

Objectives – Specific targets for each goal area. All objectives are four-year targets. The 2007-08 school year is Year 1.

Indicators – Criteria used to evaluate progress toward the goals. They consist of types of information, both quantitative and qualitative, that can reasonably be used to evaluate progress.

Baselines – Articulation of the current status for each indicator for which information is currently available as of the end of the 2006-07 school year. For many indicators data does not yet exist and a mechanism for collecting and reporting good information needs to be developed before a baseline can be defined.

Milestones – Milestones are one-year targets and will serve as the primary basis for measuring the district's progress and the primary means among several for evaluating the superintendent's performance.

Goal One: Student Learning

The South Orange-Maplewood Public Schools will promote the intellectual, social, emotional and physical growth of all students.

Objective A: On both an aggregated and disaggregated basis, the student body in South Orange-Maplewood will demonstrate academic achievement and breadth equal to or better than peer districts as grouped socioeconomically by the state (District Factor Group "I").

IndicatorA2 A1: Student performance comparisons to the District Factor Group on both aggregated and disaggregated scores [comparing like to like] on state assessments in language arts, math and science.

Baseline	2007-2008	2008-2009	2009-2010	2010-2011
2006-07 NJ ASK, NJASK 8 (formerly GEPA & HSPA scores)	15% closer to DFG* on: advanced proficient Partially proficient	35% closer to DFG on: advanced proficient Partially proficient	65% closer to DFG on: advanced proficient Partially proficient	Student performance equal to that of the DFG on: advanced proficient

				Partially proficient
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**Example: If gap in HSPA scores is 20 percentage points, narrow it to 17 points.*

Objective B: Enactment of rigorous curricula and an aligned, value-added assessment system and the creation of expanded learning opportunities to enable the district to meet its goals.

Indicator A1B1: Implementation of a valid, reliable, and fair growth model to assess the progress of student cohorts and frequent diagnostic assessments in core content areas.

Baseline	2007-2008	2008-2009	2009-2010	2010-2011
No growth model exists	Develop by spring 2008	Pilot	Full implementation	Assess and revise

Indicator A5B2: A consistently implemented K-12 standards-based core curriculum reflecting world class standards and 21st century skills.

Core Area	2007-2008	2008-2009	2009-2010	2010-2011
English Language Arts	Assess	Revise	Implement	Monitor
Mathematics	Monitor	Assess	Revise	Implement
Science	Implement	Monitor	Assess	Revise
Social Studies	Revise	Implement	Monitor	Assess
World Languages/ESL	Implement	Monitor	Assess	Revise
PE/Health	Revise	Implement	Monitor	Assess
Fine Arts	Implement	Monitor	Assess	Revise
Media/Educational Technology	Monitor	Assess	Revise	Implement

Indicator A4B3: Academic intervention and acceleration for struggling and/or disengaged students.

- Baseline: Existing intervention and acceleration programs (to be enumerated)
- Milestone: 10% decrease of students who scored partially proficient and/or failed academic courses and/or were assigned to Project Ahead (grades 1-3); demonstrated increase in students served by support/intervention programs who advance a level or place out of Project Ahead heading into 2008-09

Indicator A6B4: Number of sections of full-day kindergarten.

Baseline 2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
2 full day sections	3 full day; develop plan to	6 full day	TBD	TBD

	promote the readiness of all students for first grade			
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Indicator A3B5: Aggregated and disaggregated rates of 1) student participation and achievement in: AP and advanced classes, AP and SAT tests, arts, athletics, extracurricular activities, community service; and 2) graduation, and college matriculation.

- Milestone 2007-2008: Establish baseline and subsequent yearly milestones as part of January 2008 State of District Report.

Objective BC: Elimination of variations in achievement among student groups correlated with race, socioeconomic status, and special needs.

Indicator 1: District leveling policies/regulations/practices based primarily upon objective performance criteria for placement and advancement that are clearly and fully communicated to the school community.

- Baseline: January 2007 memo from Jim Memoli regarding academic placement criteria.
- Milestones:

2007-2008	2008-2009	2009-2010	2010-2011
Policies/regs/practices reviewed and fully communicated	Develop objective criteria for level and AP placement	Implement	Monitor and assess impact on achievement

Indicator 2: Development of preparatory programs to enable access for a greater number of students to higher level classes.

2007-2008	2008-2009	2009-2010	2010-2011
Investigate preparatory programs for access to higher level classes	Pilot	Implement	Monitor and assess impact on achievement

Indicator 3: Size of statistically significant differences in 1) student performance on standardized assessments, SAT and AP scores by race, socioeconomic status, and special needs; and 2) graduation rates, and college matriculation data.

Baseline	2007-2008	2008-2009	2009-2010	2010-2011
2006-07 NJ ASK, GEPA, HSPA, SAT & AP scores; graduation and college-	15% of the gap closed on: advanced proficient	35% of the gap closed on: advanced proficient	65% of the gap closed on: advanced proficient	Student performance does not reflect variations in group

matriculation rates	Partially proficient	Partially proficient	Partially proficient	correlated to race or class
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Indicator 4: Student course assignment (level) disaggregated by prior academic performance, race, socioeconomic status, and special needs.

- 2007-2008 Milestone: Baseline and four year milestones to be developed for Board workshop in December 2007

Objective CD: Improved student conduct

Indicator 1: A ~~comprehensive~~ student centered districtwide code of conduct, tailored as appropriate to different age groups in the elementary, middle and senior high schools, including a valid, reliable and fair method for honoring outstanding positive conduct.

- Baseline: Schools have guidelines in handbooks; infractions and consequences not consistent across the district and not tabulated for data collection
- Milestone 07-08: Form multistakeholder group to develop a strategic plan addressing student conduct, including the encouragement of positive conduct and pilot new program(s); develop data collection system
- Milestone 08-09: Implement

Goal Two: Professional Staff

The staff of the South Orange – Maplewood Public Schools will be world-class.

Objective A: Recruitment, hiring and retention of diverse, high-quality professional staff.

Indicator 1: Number of qualified candidates for employment; percent of qualified candidates of color; number of qualified candidates, and percent of candidates of color who are hired that were the first choice by the hiring committee.

- ~~Baseline:~~ TBD
- Milestones: for 2007-08, develop the district's definition of a "qualified candidate" and generate baseline data

Indicator 2: Retention of high quality staff.

- ~~Baseline:~~ TBD
- Milestones for 2007-08: Generation of baseline data

Objective B: Professional development programs that help district faculty to become the best of the best.

Indicator 1: Rollout of an initiative to stimulate faculty pursuit of national board certification (NBC).

- Baseline: No district NBC program and no certified teachers in the district
- Milestones for 2007-08: Development of an NBC program that includes subsidies, supports and incentives for teachers undertaking the process; ~~10-15~~ 5-10 teachers begin the process to attain their board certification, with support (financial and release time) from the district

Indicator 2: Access to and provision of high-quality professional development, based on need as identified in the personnel evaluation, to all teachers, school leaders and central office staff.

- Baseline: unknown percent of teachers, school leaders and central office staff receive unknown quality of professional development
- Milestones for 2007-08: A system to track the amount of professional development that each teacher, school leader and central office staff member participates in and a feedback system that enables the participating person to rate the quality, relevance and ability to apply what they learn to improve his or her teaching/leading and/or other tasks and responsibilities as tied to school and/or district improvement goals

Indicator 3: Implementation of leadership opportunities to enable teachers to exercise greater leadership without entirely leaving the classroom and to serve as means to develop aspiring leaders from among the faculty.

- Baseline: ~~X number of teachers serving as "assistant to the principal"; X number of teachers serving on curriculum improvement or professional development committees;~~ no formal process (in district or with university partner) to develop teacher leaders into candidates for principal or district leadership positions.
- Milestones for 2007-08: ~~X increase in the percent of teachers exercising leadership;~~ partner identified to develop an aspiring leader program and the design of a pilot aspiring-leader program completed

Objective C: A performance evaluation and compensation system driven by objective measures that are tied to student learning and school/district goals.

Indicator 1: A valid, fair and reliable system for performance evaluation of principals, assistant principals and supervisors, driven by objective measures (student achievement and school/district goals) and linked to opportunities for incentive compensation.

- Baseline: No system currently exists
- Milestones for 2007-08: Development via committee including ASCA representatives of a system for performance evaluation of principals and supervisors driven by objective measures

Indicator 2: A multi-rater, team approach to non-tenured and tenured personnel evaluations, using an evaluation format and procedures that are high-quality and aligned to student achievement and district goals.

Baseline	2007-2008	2008-2009	2009-2010	2010-2011
In current process, non-tenured staff have a single primary evaluator; the secondary evaluator does not always formally observe	Development of a multi-rater, team approach aligned to student achievement, and school and/or district improvement goals for 3 rd year non-tenured personnel evaluations	Assess and refine approach; extend to 2 nd year non-tenured and struggling tenured staff	Assess and refine approach; extend to first year non-tenured and struggling tenured staff	Begin to extend to broader tenured staff

~~Indicator 3: A systematic and rigorous review of personnel files of tenured and non-tenured staff.~~

- ~~• Baseline: None~~
- ~~• Milestones for 2007-08: Completion of the review for non-tenured staff.~~

Goal Three: Communications

The South Orange-Maplewood Public Schools will promote effective communication within the schools and throughout the greater community.

Objective A: Improved district communications for internal and external constituencies.

Indicator 1: Implementation of a user-friendly, information-rich district website.

- Baseline: Current site is information-rich but unappealing in design and difficult to navigate
- Milestones: New design and navigation on homepage up by Oct. 31, 2007; new site complete by Feb. 1, 2008; Board minutes posted promptly for public view after Board meetings

Indicator 2: Readable, information-rich regular publications provided in English, Spanish and Haitian-Creole.

- Baseline: annual district calendar/handbook published and widely distributed; monthly education page published in News-Record; e-mail to "key communicators" twice a month to announce Board meetings and agendas and as necessary to disseminate messages and other news from the superintendent; board recognitions in a News-Record column and in the South Orange Gaslight
- Milestones: Launch of a periodic e-newsletter in 2007-08 to full parent & citizen community; publication of an annual report to the community in spring 2008

Indicator 3: Parent, staff and community satisfaction ratings from multiple survey tools, aggregated and disaggregated.

- Baseline: Survey tools do not currently exist
- Milestones: Develop and implement surveys by June 2008 to address satisfaction with new communications vehicles—website, newsletters, and annual report

Objective B: Strong partnerships with parents, local businesses, and ~~associations~~ organizations in the community.

Indicator 1: Outreach to welcome and engage parents who are new to the district or marginally engaged in the school community.

- Baseline: Unknown
- Milestones for 2007-08: Develop inventory and assessment of outreach programs and participation levels at each district school

Indicator 2: Outreach to local ~~associations~~ organizations to engage them in the school community.

- Baseline: Unknown
- Milestones for 2007-08: Develop inventory and assessment of support provided by local ~~associations~~ organizations

Indicator 3: Outreach to local businesses to engage them in the school community.

- Baseline: Unknown
- Milestones for 2007-08: Develop inventory and assessment of support provided by local businesses

Goal Four: Resource Management

The South Orange – Maplewood Public Schools will manage fiscal and facilities resources effectively and efficiently.

Objective A: A transparent, efficient budget that aligns with and supports the attainment of district goals and that reins in spending on budget categories that are rising at a faster rate than the cost of living.

Indicator 1: Timely approval of budgets in accordance with the state spending cap.

- Baseline: 2007-08 budget met cap and included a \$90,000 separate proposal covering two ~~onetime~~ items
- Milestones: Passage of a 2008-09 budget at cap and including no separate proposal items other than ~~onetime~~ items required to achieve these district goals

Indicator 2: Rate of growth in health-insurance costs.

- Baseline: 2006-07 spending on health insurance
- Milestones: 2007-08—introduction of an opt-out incentive program whereby employees with the option of being covered by a spouse or other plan can withdraw from district coverage and share in the resulting savings to the district; 2008-09—analyze first- and second-year savings in other similar NJ districts that have introduced opt-out incentives, then achieve participation rate in district's incentive program equal to or higher than average rate for analyzed districts

Indicator 3: Rate of growth in energy costs.

- Baseline: 2006-07 spending on energy
- Milestones: Limit increase or achieve a decrease in 2007-08 energy usage so that in the case of a comparable winter and energy costs rising at a rate comparable to or below cap district energy spending does not increase by more than cap (4%); implement strategies for controlling or reducing energy spending in 2008-09 budget

Indicator 4: Usage of alternative sources of energy.

- Baseline: 100% reliance on traditionally powered gas & electricity
- Milestones: Completion of an alternative-energy sources feasibility study

Indicator 5: Rate of growth in special education costs.

- Baseline: 2006-07 spending on special education and in particular, on out-of-district tuition
- Milestones: ~~Maintain or decrease rate of growth in special education spending in 2007-08, as compared with 2006-07;~~ identify new opportunities for returning special-education students to district in 2008-09 with a corresponding improvement in, or at least matching of, delivery of services to those students

Indicator 6: Rate of growth in alternative funding sources.

- Baseline: 2006-07 competitive grant applications and dollar value, and competitive grant approvals and dollar value
- Milestones: Minimum 20% increase in competitive grant approvals and dollar value, with emphasis on ensuring alignment of grants (and efforts expended in obtaining grants) with district goals

Objective B: Well-maintained facilities that enable focused and effective teaching and learning, and are repaired and updated in an architecturally sensitive and fiscally responsible manner.

Indicator 1: Feedback from parents, students, administrators and teachers on facilities.

- Baseline: Some feedback currently exists
- Milestones for 2007-08: Introduction of annual parent, student, administrator and teacher surveys

Indicator 2: Numbers of work orders and their completion.

- Baseline: 2006-07 work orders; need to disaggregate into groups defined by complexity and length of time required to complete
- Milestones for 2007-08: Decline in work orders; improvement in average time required to close work orders of similar complexity

Indicator 3: District spending on repairs, work orders, and building operations.

- Baseline: 2006-07 spending on repairs, work orders and building operations
- Milestones for 2007-08: Limit increase in spending on repairs, work orders and building operations to cap (4%)

Indicator 4: Progress on Long-Range Facilities Plan.

- Baseline: 2006-07 LRFP spending and project completions
- Milestones for 2007-08: Issuance of new \$10 million LRFP bonds; timely completion of scheduled projects

Objective C: Effectively operating transportation, food service, purchasing, payroll, security, custodial, and facilities services.

Indicator 1: Parent, student, administrator and teacher surveys.

- Baseline: Report-card survey tool used in 2006-07 to gather input on custodial services
- Milestones: Improved marks for custodial services on 2007-08 surveys; introduce new survey tool for facilities services in 2007-08; in 2008-09 and beyond, add survey tools for transportation, food and payroll services, and institute an occasional purchasing audit

Objective D: Environmentally responsible facilities operations.

Indicator 1: Expansion of district recycling program.

- Baseline: Current recycling activities in some schools and buildings
- Milestones for 2007-08: Implementation of expanded recycling programs to collect and recycle paper, glass and plastic at all schools and buildings

Objective E: Shared services provided in collaboration with the village and township.

Indicator 1: Specific shared services and the value or savings associated with them.

- Baseline: To be enumerated
- Milestones: Participation in and completion of the SHARE grant feasibility study in 2007-08 in partnership with the municipalities of South Orange and Maplewood

Indicator 2: A plan coordinated with Maplewood and South Orange for use, preservation and improvement of school and community playing fields.

- Baseline: Zero turf fields; extreme overuse and poor conditions at fields including Ritzer, Underhill and others
- Milestones: Ensure that SHARE feasibility study either includes or leads to a plan for field use that incorporates Maplewood's plans for turf fields at Dehart Park and the district's plans for a turf field and redevelopment at Underhill Field

Goal 1:

MOTION made by Mr. Laine, seconded by Mr. Gleason to add new Objective B: South Orange Maplewood schools will enact rigorous curriculum and align a value added assessment system and create expanded learning opportunities to enable the district to meet its goals and revise the indicators as follows:

Indicator A1 to B1 Indicator A4 to B3
Indicator A5 to B2 Indicator A6 to B4

ROLL CALL: Motion to add new Objective B and revise indicators to Goal 1 passed; 8 yes, 0 no.

MOTION made by Mr. Bennett, seconded by Ms. Crawford, to amend Indicator A3 to B5.

ROLL CALL: Motion to amend Goal 1, Indicator A3 to B5 passed as amended; 8 yes, 0 no.

MOTION made by Mr. Laine, seconded by Mr. Bennett to amend Objective A1 chart – student performance in four columns to include Advanced Proficient and Partially Proficient.

ROLL CALL: Motion to amend Goal 1, Objective A1 chart passed as amended; 8 yes, 0 no.

MOTION made by Mrs. Daugherty, seconded by Mr. Bennett, to add to Indicator B4 Milestone: Develop a plan in 2007-08 to promote the readiness of all students to be ready for first grade; and to change "9 full-day" in 2009-10 to "to be determined" and "12 full day" in 2010-2011 to "to be determined" to Indicator B4.

ROLL CALL: Motion to amend Goal 1, Indicator B4 passed as amended; 5 yes, 3 no (Mr. Gleason, Mr. Laine, Mr. Eastman).

MOTION made by Mrs. Daugherty, seconded by Mr. Bennett, to add the word "primarily" to Objective C1.

ROLL CALL: Motion to amend Goal 1, Objective C1 passed as amended; 7 yes, 1 no (Mr. Gleason).

MOTION made by Mr. Laine, seconded by Ms. Crawford, to make the same changes to C3 chart as to A1 chart.

ROLL CALL: Motion to amend Goal 1, C3 chart passed as amended; 8 yes, 0 no.

MOTION made by Mrs. Daugherty, seconded by Ms. Crawford, to add to new Milestone B3 "or place out of Project Ahead."

ROLL CALL: Motion to amend Goal 1 new Objective B3 Milestone passed as amended; 7 yes, 0 no, 1, abstain (Dr. Payne-Parrish).

MOTION made by Mrs. Wren-Hardin, seconded by Mrs. Daugherty, to amend new Objective D, Indicator 1 to delete "comprehensive" and add "student-centered" code of conduct.

ROLL CALL: Motion to amend Goal 1 new Objective D1 passed as amended; 7 yes, 0 no, 1 abstain (Mr. Laine).

MOTION made by Mr. Gleason, seconded by Mr. Laine, to amend Objective D, Indicator 1 Milestone to add "including the encouragement of positive conduct."

ROLL CALL: Motion to amend Goal 1, Objective D1 Milestone passed as amended; 8 yes, 0 no.

Goal 2:

MOTION made by Mr. Gleason, seconded by Dr. Payne-Parrish, to change "10-15" to "5-10" in Objective B1.

ROLL CALL: Motion to amend Goal 2, Objective B1 passed as amended; 8 yes, 0 no.

MOTION made by Mr. Gleason, seconded by Mr. Laine, to delete "increase in the percent of teachers exercising leadership" from Objective B3 Milestone. A recommendation was made to strike "X number of teachers serving as "assistant to the principal", X number of" in Objective B3 Baseline.

ROLL CALL: Motion to amend Goal 2, Objective B3 passed as amended; 8 yes, 0 no.

MOTION made by Mr. Laine, seconded by Mr. Gleason, to delete Objective C3.

Motion to delete Goal 2, Objective C3 passed; 8 yes, 0 no.

Goal 3:

MOTION made by Mr. Gleason, seconded by Dr. Payne-Parrish, to change "associations" to "organizations" in Objective B2.

ROLL CALL: Motion to amend Goal 3, Objective B2 passed as amended; 8

yes, 0 no.

Goal 4:

MOTION made by Mrs. Daugherty, seconded by Mr. Bennett to amend Objective A5 to strike all up to semicolon "Maintain or decrease rate of growth in special education spending in 2007-08 as compared with 2006-07;."

ROLL CALL: Motion to amend the change in Goal 4, Objective A5 passed as amended; 6 yes, 2 no (Mr. Laine, Mr. Gleason).

Mr. Osborne objects to Objective A1.

MOTION made by Mr. Bennett, seconded by Dr. Payne-Parrish, to delete Objective A1.

ROLL CALL: Motion to delete Goal 4, Objective A1 did not pass 4 yes, 4 no (Mr. Eastman, Mr. Laine, Mrs. Daugherty, Mr. Gleason).

MOTION made by Mr. Eastman, seconded by Mr. Bennett, to retain Objective A1 but eliminate "onetime."

ROLL CALL: Motion to amend Goal 4, Objective A1 passed as amended; 5 yes, 3 no (Mrs. Daugherty, Mr. Laine, Mr. Gleason).

MOTION made by Mr. Gleason, seconded by Ms. Crawford, to delete Objective D.

ROLL CALL: Motion to delete Goal 4, Objective D was defeated; 1 yes, 7 no (Mr. Bennett, Ms. Crawford, Mrs. Daugherty, Mr. Gleason, Mr. Laine, Dr. Payne-Parrish, Mrs. Wren-Hardin).

ROLL CALL: Motion 2312 passed as amended; 8 yes, 0 no.

NEW BUSINESS

None.

Future Public Board Meetings – Read by Mr. Gleason

The Board of Education will meet in Closed Session on Monday, October 15, 2007, at 7:00 pm, in the Superintendent's Office to discuss personnel and legal issues, negotiations and other matters to be announced at a later date. Immediately following the Closed Session, the Board of Education will meet in Public Session at 7:30 pm in the District Meeting Room, 525 Academy Street, Maplewood, NJ. Action will be taken.

The Education Liaison Committee of the South Orange-Maplewood Board of Education, the Township of Maplewood and the Township of South Orange Village will meet on Friday, October 26, 2007, at 7:30 am in the Superintendent's Office at 525 Academy Street, Maplewood, NJ, to discuss issues pertinent to the school district and to the two municipalities of South Orange and Maplewood. No action will be taken.

The Board of Education will meet in Closed Session on Monday, November 5, 2007, at 7:00 pm, in the Main Office Conference Room at Maplewood Middle School, 7 Burnet Street, Maplewood, to discuss personnel and legal issues, negotiations and other matters to be announced at a later date. Immediately

following the Closed Session, the Board of Education will meet in Public Session at 7:30 pm in the Maplewood Middle School Auditorium, 7 Burnet Street, Maplewood, NJ. Action will be taken.

MOTION made by Ms. Crawford, seconded by Mr. Bennett, that the Board of Education meet in Executive Session prior to the October 15, 2007 Public Meeting to discuss personnel, legal and Special Education matters, the nature of which will be made public at a future date. Motion unanimously approved.

MOTION made by Ms. Crawford, seconded by Mrs. Daugherty, that the Board of Education adjourn. Motion unanimously approved at 12:30 a.m.

Karla Milanette, Board Secretary