

Millcreek Township School District

Report Date: March 24, 2025



BOARD SELF ASSESSMENT

REPORT



Pennsylvania School Boards Association PRINCIPLES FOR GOVERNANCE AND LEADERSHIP

Pennsylvania school boards are committed to providing **every** student the opportunity to grow and achieve. Our actions, as elected and appointed board members, ultimately have both short- and long-term impact in the classroom. Therefore, we pledge that we will...



LEAD RESPONSIBLY

- Prepare for, attend and actively participate in board meetings
- Work together with civility and cooperation, respecting that individuals hold differing opinions and ideas
- Participate in professional development, training and board retreats
- Collaborate with the superintendent, acknowledging their role as the 10th member of the board and commissioned officer of the commonwealth



ACT ETHICALLY

- Never use the position for improper benefit to self or others
- Avoid actual or perceived conflicts of interest
- Recognize school directors do not possess any authority outside of the collective board
- Accept that when a board has made a decision, it is time to move forward collectively and constructively



PLAN THOUGHTFULLY

- Implement a collaborative strategic planning process
- Set annual goals that are aligned with comprehensive plans, recognizing the need to adapt as situations change
- Develop a comprehensive financial plan and master facilities plan that anticipates short- and long-term needs
- Allocate resources to effectively impact student success



EVALUATE CONTINUOUSLY

- Make data-informed decisions
- Evaluate the superintendent annually
- Conduct a board self-assessment on a recurring basis
- Focus on student growth and achievement
- Review effectiveness of all comprehensive and strategic plans



COMMUNICATE CLEARLY

- Promote open, honest and respectful dialogue among the board, staff and community
- Acknowledge and listen to varied input from all stakeholders
- Promote transparency while protecting necessary confidential matters
- Set expectations and guidelines for individual board member communication



ADVOCATE EARNESTLY

- Promote public education as a keystone of our commonwealth
- Engage the community by seeking input, building support networks and generating action
- Champion public education by engaging local, state and federal officials



GOVERN EFFECTIVELY

- Establish and adhere to rules and procedures for board operations
- Develop, adopt, revise and review policy routinely
- Align board decisions to policy, ensuring compliance with the PA School Code and other local, state and federal laws
- Remain focused on the role of governance, effectively delegating management tasks to the administration

Updated and Approved by the PSBA Governing Board October 30, 2022

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Principles for Governance and Leadership

This Board Self-Assessment (BSA), centered around PSBA’s Principles for Governance and Leadership (2022), provides each member the opportunity to evaluate the collective performance of the school board as the governing body of the district. This summary of results is representative of the collective board responses. Individual comments from the assessment are also provided to reflect further evidence and clarity around ratings. The identity of the respondent’s comments remain confidential in this report.

The information in this report include an overall average score for each Principle, followed by a breakdown of results for each Principle’s indicator statements. These results are displayed as bar graphs and show the number of ratings each indicator statement received. Individual comments for each Principle are displayed below the indicator results.

The last section lists the results for the board’s identified areas for improvement by Principle and proposed focus for professional development.

Assessment Rating Scale

Highly Effective (4): Evidence and observation demonstrate the board’s exemplary performance. The board is continually exceeding the criteria in this area.

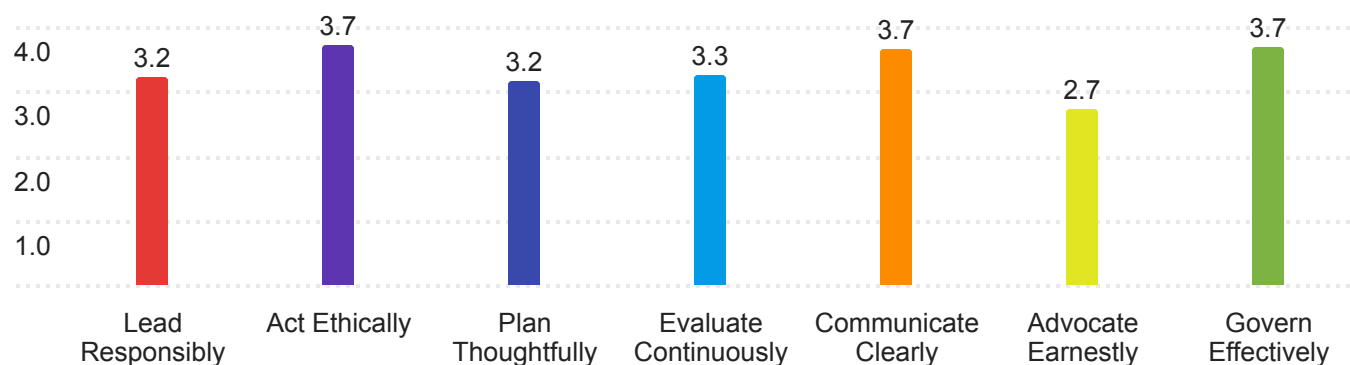
Effective (3): Evidence and observation demonstrate the board’s effective performance. The board is consistently meeting the criteria and is showing improvement in this area.

Developing (2): Evidence and observation demonstrate that the board’s performance has improved in this area, but is not yet meeting the criteria consistently.

Ineffective (1): Evidence and observation demonstrate the board is not meeting the performance criteria and needs improvement in this area.

Overall Average Score by Principle

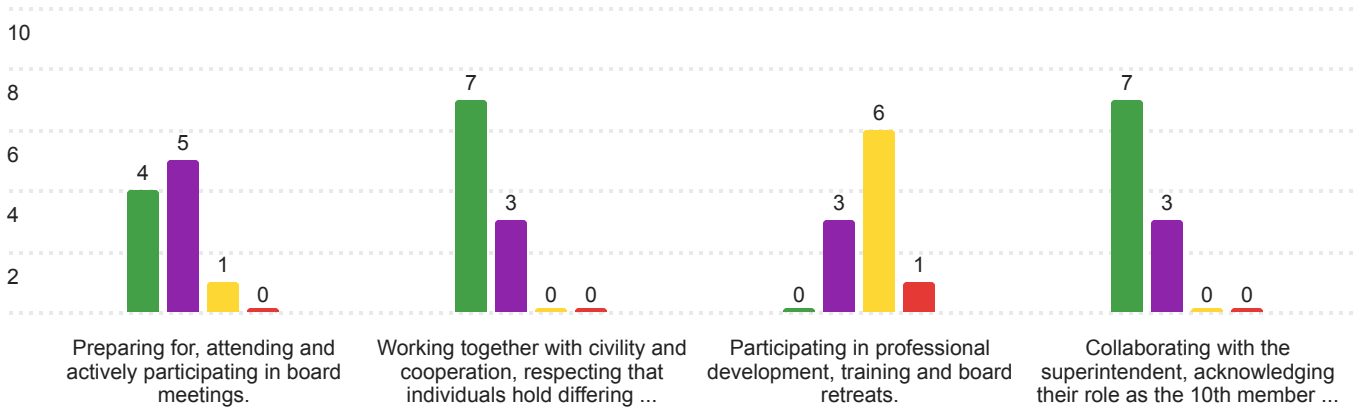
10 Responses



Lead Responsibly - 3.2

10 Responses

■ Highly Effective
 ■ Effective
 ■ Developing
 ■ Ineffective



Lead Responsibly Comments

Supporting Evidence

Suggestions

Strong communications occur

No

This board consistently demonstrates respect for diverse viewpoints and maintains professionalism, regardless of the outcome of challenging decisions/votes.

Given the recent lack of board retreats, it's crucial we prioritize strategic planning. I propose scheduling a retreat in July to develop a comprehensive long-range plan for our organization.

We could benefit from more training, professional development, and meaningful retreat activities.

Re: preparation- we prepare- but often the district puts items in front of us too quickly (in executive session) without much time to deliberate or do research about the background of the issue.

More advanced notice on all items- although I recognize in rare cases it cannot be helped.

A portion of the board doesn't ask any questions during working sessions or board meetings. This board has not held a board retreat in the past two cycles.

The board should host a board retreat during this year.

All members consistently participate in meetings, including virtual attendance when necessary. While discussions may present challenges at times, all participants maintain a respectful and civil discourse.

N/A

All board members actively participate and treat each other with respect at all times.

N/A

N/A

Having professional development/training.

We have a Board with members that have various backgrounds and experiences... that adds to the overall balance of the Board.

An Annual Retreat would be worth the time in adding to the cohesiveness of the Board.

N/A

N/A

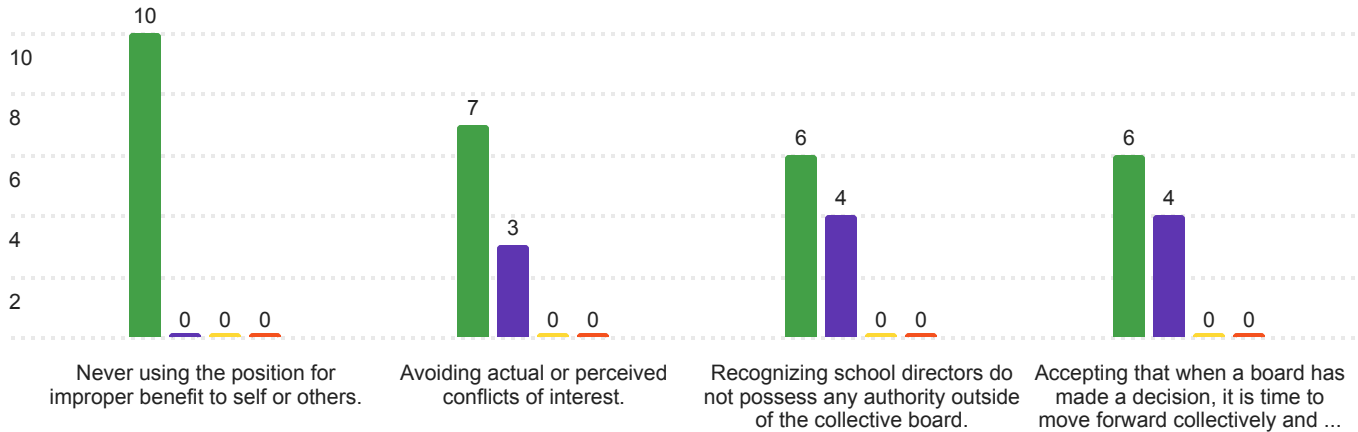
Our board does not have any professional development except for the annual training. It would be helpful to have a retreat with the administration so that we would have more time to plan.

N/A

Act Ethically - 3.7

10 Responses

■ Highly Effective
 ■ Effective
 ■ Developing
 ■ Ineffective



Act Ethically Comments

Supporting Evidence

Suggestions

Effective is correct

No

Our board is dedicated to upholding the highest standards of ethical conduct and integrity in all our actions and decisions.

Enhance transparency regarding expenditures on non-essential legal proceedings where our organization is named as a defendant.

N/A

N/A

at times contentious votes have carried over into following board meetings.

N/A

There are instances in which some board members may prioritize the concerns of family members or friends, rather than focusing on the best interests of the entire school district.

N/A

N/A

N/A

N/A

N/A

The Board has a high regard for Ethics and even though we tend to have different thoughts, views & opinions on issues...once the vote has been taken, we move forward together as the Board. The Board is very respectful towards each other.

N/A

I think we do very well once the vote has been taken. We listen to the opinions of all and then make an informed decision.

N/A

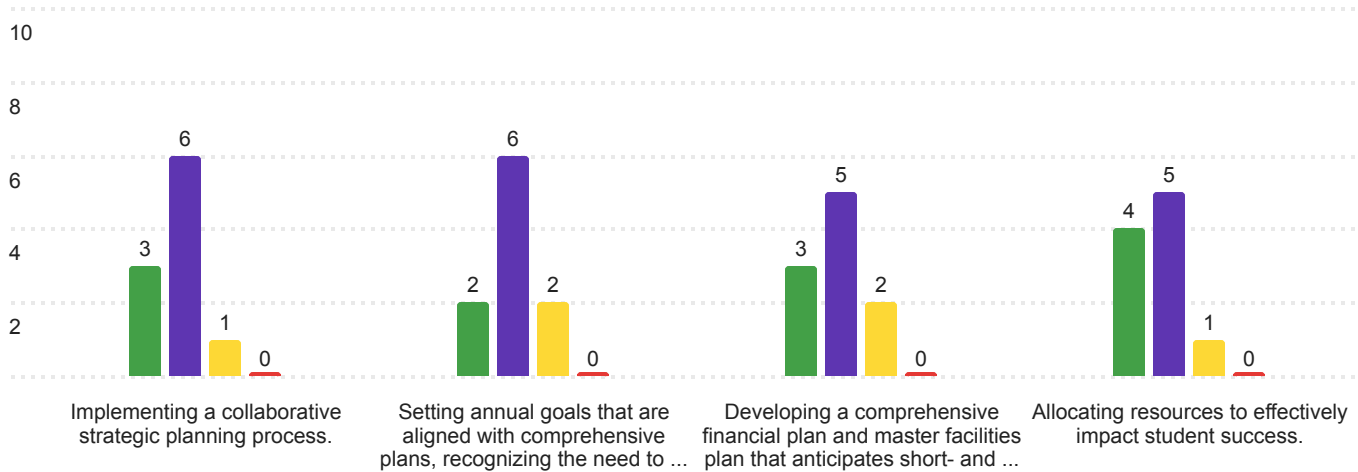
There are times when we do have a split opinion on the board, but everyone treats other members with respect and works together. All opinions are appreciated.

N/A

Plan Thoughtfully - 3.2

10 Responses

■ Highly Effective
 ■ Effective
 ■ Developing
 ■ Ineffective



Plan Thoughtfully Comments

Supporting Evidence

Suggestions

Needs are well funded

No

The Financial Committee demonstrates exceptional performance in collaborating with Mr. O'Toole to ensure robust financial planning and accountability. Their diligence and expertise significantly contribute to our organization's fiscal health and transparency.

To enhance organizational effectiveness, we should increase our engagement in the development of the superintendent's goals. Additionally, it's important to establish and implement appropriate measurable metrics for each objective (where appropriate), ensuring clear accountability and progress tracking.

N/A

N/A

Since the board has not held a retreat to set goals our create a strategic plan set by the board, the board is left to follow the districts lead in both areas

The board should hold a retreat annually and set annual goals that support the strategic vision of the board.

Several team members actively engaged in the strategic planning process. We have completed forecasting for budgeting purposes, and the implementation of a master facilities plan is currently underway.

N/A

N/A

N/A

N/A

I believe we need to utilize technology better and allocate our funds to do so.

Strategic Planning included Board, Community & Staff....Board consistently working with Administration to project expenses/spending for 5 year window in order to match projected revenue and limit tax increases while balancing that with delivering education at a very high level.

Continually focus on all strategic plans and change priorities as necessitated. To take a look from all perspectives...Financially & Educationally.

N/A

N/A

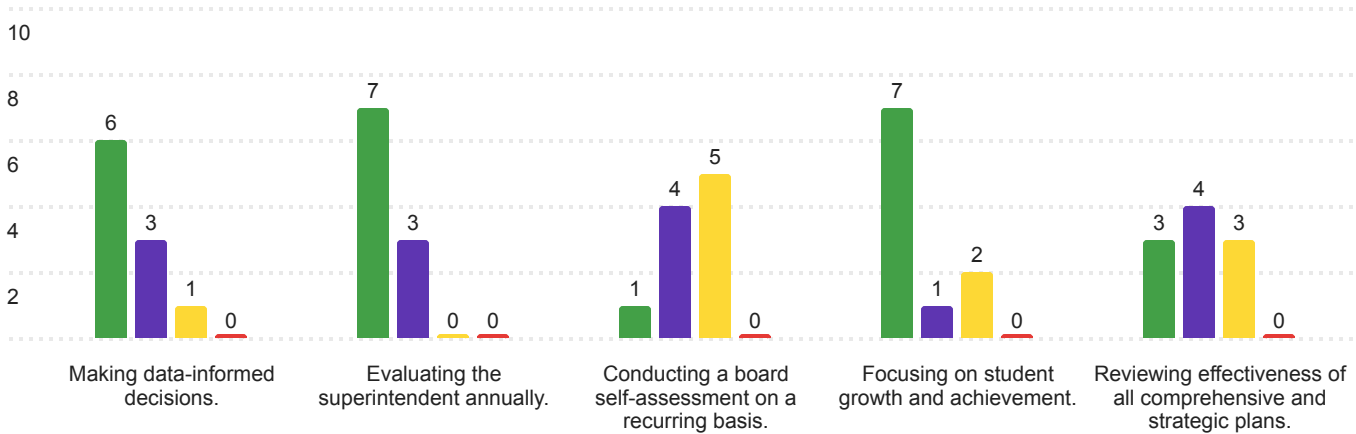
Our board focuses on the strategic district plan who guides our evaluation of the superintendent. We meet together as a board to perform a mid year review and then meet with the superintendent proposing action items and opportunities for him to focus on. We are experiencing increased costs due to busing, special education needs and capital improvements. The board has been willing to fund approved costs. We have open access to the chief financial officer and he answers questions quickly.

Next school year we are focusing on technology. I think this has been missing in our strategic planning.

Evaluate Continuously - 3.3

10 Responses

■ Highly Effective
 ■ Effective
 ■ Developing
 ■ Ineffective



Evaluate Continuously Comments

Supporting Evidence

N/A

Our board maintains a commitment to student growth and achievement as our primary focus. We consistently employ data-driven decision-making processes, requiring supporting evidence for all personnel and financial determinations. Mr. O'Toole and Dr. Jablonski are well prepared and willing to provide the requested data.

The strategic plan needs time to evaluate reflective practices.

The criteria for how the district defines student growth and achievement has not been well defined. The district has begun the process of creating a strategic plan and the board has been part of the process in a limited capacity.

Data is consistently reviewed before making decisions that affect the school district. The superintendent's goals are assessed in the fall and again at mid-year, in preparation for the end-of-year evaluation. The district-level data team and Data Step Back meetings offer crucial insights into student growth and achievement, emphasizing the next steps for improvement.

N/A

Suggestions

No

There is room for enhancement in our current superintendent evaluation process. To address this, we should consider re-engaging with the PSBA for expert consultation on implementing best practices in administrative assessment.

N/A

conduct board assessments every other year to chart progress. Come to a consensus with the district on how we measure student achievement and growth.

N/A

N/A

N/A

we have developed a strategic plan but I'm concerned how that will be implemented. We have plenty of data within the administration and utilizing that information is key moving forward.

Board reviews and discusses all pertinent information on a regular basis. Board participates in Data Step-Back meeting with Building Administrations. Board holds Mid-Year evaluation with Superintendent to make sure that all 10 are aligned and moving forward. MTSD Board values the Self-Assessment process and typically will conduct one in alternating years (Covid Exception) except the year when new Board members join the Board. The off year provide the new members time to settle in.

N/A

I think we need more information on student growth and achievement.

N/A

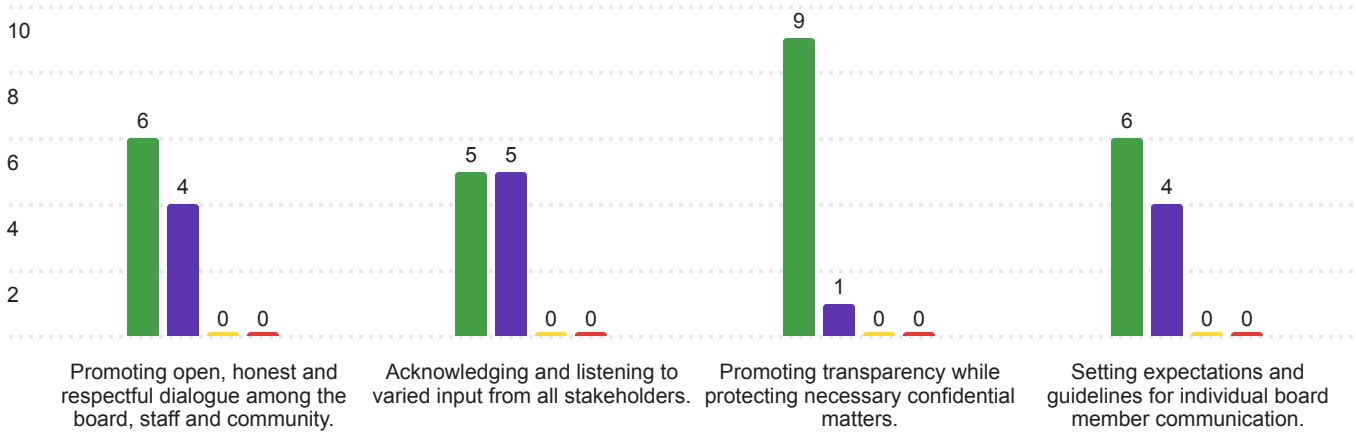
As stated earlier we made mid year and annual evaluations of the superintendent. Our district developed a portrait of a graduate which focuses on the skills and character we want to develop in our graduates. While test scores can be an indicator of student achievement, we also focus on community service, character and other attributes for our students. It is helpful that we have three board members who are or were teachers. I am a newer board member and have not yet seen a self assessment of our board.

We should explore existing self assessment models we could use to improve our performance.

Communicate Clearly - 3.7

10 Responses

■ Highly Effective
 ■ Effective
 ■ Developing
 ■ Ineffective



Communicate Clearly Comments

Supporting Evidence

Suggestions

N/A

No

Board members consistently demonstrate professionalism and courtesy, both towards fellow members and community participants during board meetings. This respectful conduct fosters an environment of open dialogue and productive engagement.

We should elevate our standards for board member conduct in certain cases. While infrequent, there have been instances where our interactions with vendors during meetings may have been perceived as offensive. To maintain professionalism and foster positive relationships, we need to establish clearer expectations for board member behavior and communication.

N/A

N/A

N/A

N/A

The board welcomes constructive feedback from all stakeholders. We strive to communicate information regularly to ensure transparency. To maintain a cohesive approach, individual conversations are minimized, and the board president or superintendent will take the lead in addressing any concerns.

N/A

N/A

N/A

N/A

N/A

Board is very transparent with Administration, Staff & Public. All Committee, Board, & Special Meetings that are open to the public are still "live streamed" and recorded for public viewing. MTSD is one of the only SD in IU5 that provides this transparency. Every email that is sent to the Board is responded to in 24 to 48 hours by the Board or Administration.

N/A

N/A

N/A

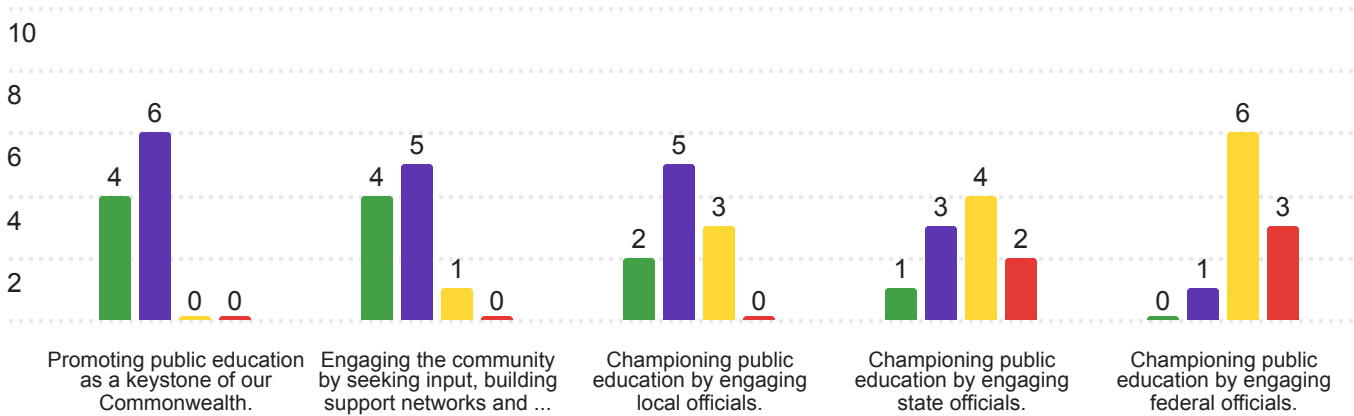
N/A

N/A

Advocate Earnestly - 2.7

10 Responses

■ Highly Effective
 ■ Effective
 ■ Developing
 ■ Ineffective



Advocate Earnestly Comments

Supporting Evidence

Suggestions

Work well with township officials and State rep Ryan Bizzaro

More federal outreach with Kelly and our Senator's

Our committee meetings serve as an excellent forum for community engagement, facilitating valuable input and fostering productive dialogue with residents. The baseball field project stands out as a prime example of this successful collaborative approach, demonstrating the effectiveness of our community-inclusive decision-making process.

Enhance communication with local, state, and public officials to strengthen relationships and improve collaboration.

N/A

N/A

the board actively communicates with local and state officials on a regular basis.

Identify ways to work with federal officials if there is value in creating these relationships.

N/A

N/A

N/A

N/A

N/A

I believe more work on the state and local levels for concerns within our district is vital.

Public is involved in the Strategic Planning process, "Portrait of a Graduate" process and various townhall meetings (GAF project). MTSD has a good working relationship with the Millcreek Police Dept, Millcreek Township and local state Representatives & Senator. Board currently has no direct interactions with the Federal Representatives not they with us ...other than the PSBA and IU5 being the local Board's advocate.

More "Meet n Greet's" with all of all of our elected officials...Local, State, Federal. PSBA Legislative Sessions are great in connecting the various parties together.

N/A

I feel we need to do more to share our thoughts on lack of proper funding with local, state, and federal officials.

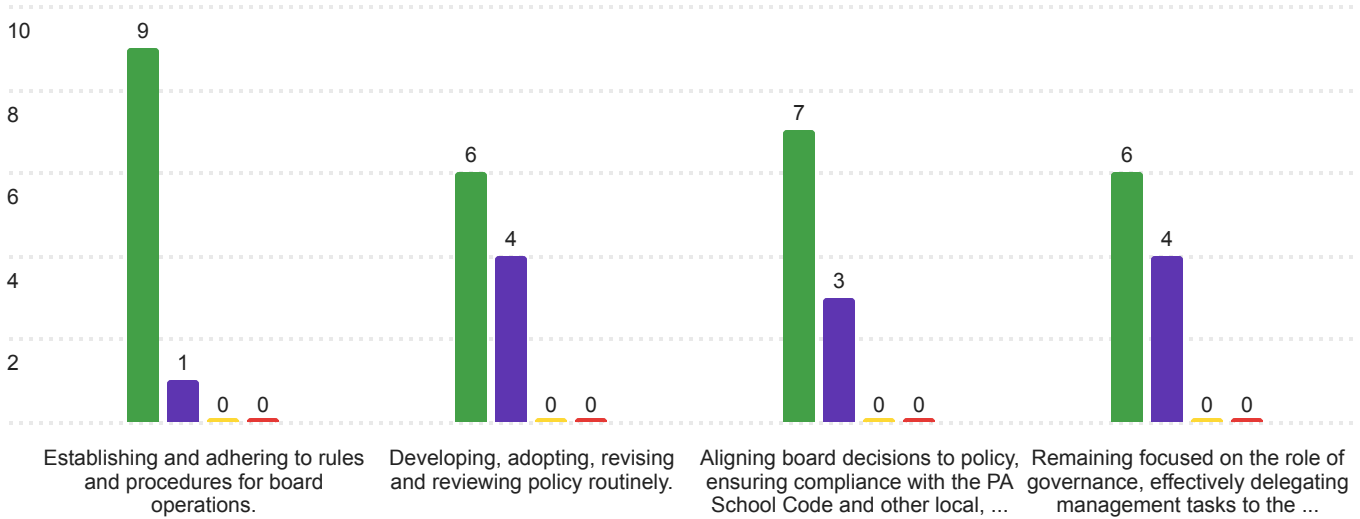
While I have seen the administration reach out to local, state and federal officials, I have not seen the same by our board.

N/A

Govern Effectively - 3.7

10 Responses

■ Highly Effective
 ■ Effective
 ■ Developing
 ■ Ineffective



Govern Effectively Comments

Supporting Evidence

Suggestions

N/A

No

The board consistently prioritizes adherence to proper protocols and procedures in all its operations and decision-making processes.

A comprehensive policy review is necessary to ensure consistent implementation. The DEI policy, which we failed to follow, highlights this need for thorough examination and adherence to our established guidelines.

N/A

N/A

board meetings are conducted in an orderly manner that follows meeting standards and policies.

N/A

The committee and board meetings have become more efficient and effective. The district's policies are updated as necessary, incorporating input from the Pennsylvania School Boards Association and legal counsel. The board is actively working to enhance its understanding of governance, enabling the administration to manage day-to-day operations effectively.

N/A

N/A

N/A

N/A

N/A

The Board is proactive with the Administration but does not micromanage or tend to get "in the weeds"!

N/A

N/A

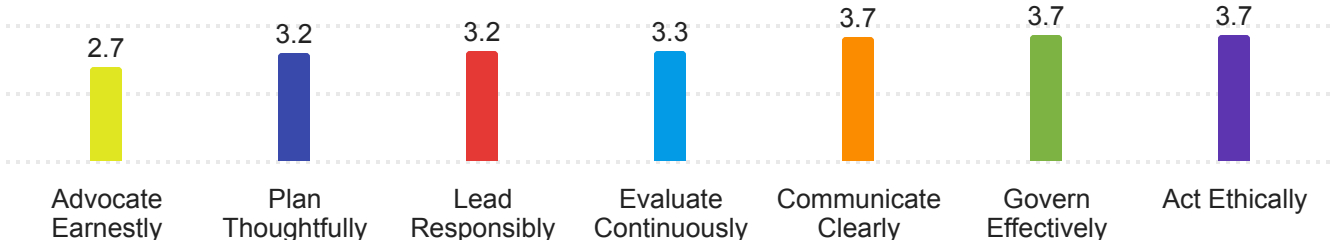
N/A

I believe the board allows the administration to run and operate the schools but asks questions and communicates effectively when we agree or disagree with decisions made by the administration.

N/A

Professional Development

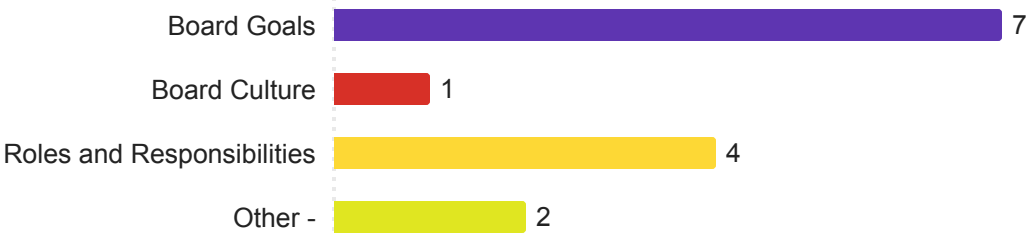
Principle Mean Scores



Areas of Principle Improvement



Areas of Professional Development



"Other"- Area of Professional Development

Advocacy

We need to advocate more for proper funding.