

MONTGOMERY COUNTY BOARD OF EDUCATION SELF-EVALUATION

PREAMBLE

An essential purpose of a board of education is to ensure that the school system it governs makes continuous progress toward improving student achievement. By undertaking an annual self-evaluation, this Board seeks to reflect on the efficacy of its governance: how effectively are we, as a Board, fostering and sustaining the conditions needed for Montgomery County Public Schools to educate all students to high levels through high quality instruction?

The powers and duties of the Montgomery County Board of Education are defined in the *Education Article of the Annotated Code of Maryland* and Title 13A of the *Code of Maryland Regulations*. The Board's primary responsibilities also are aligned to support the school system's strategic plan, *Our Call to Action: Pursuit of Excellence*. State law sets forth that power belongs not to individual members of a Board of Education, but to the Board of Education itself.

The Board's annual self-evaluation affirms the separation of roles and responsibilities of the Board and the Superintendent; allows the Board to hold itself accountable along with the Superintendent for district wide progress on established goals and priorities; and allows the Board to reflect on its work to ensure alignment with the strategic plan. At the very core of all of this work, as individuals and as a team, the Board is driven by its commitment to equity, excellence, and to maximizing success for every child.

INSTRUCTIONS FOR COMPLETING THE SELF-EVALUATION

This self-evaluation comprises seven performance criteria, as well as several performance indicators that Board members may reflect upon while considering the ratings for the performance criteria. The expectation is that in completing this self-evaluation tool, each Board member will reflect upon the work of the Board, as a whole, and how his/her individual actions contribute to the efficient and effective operation of the entire Board. The ratings, which will be for the performance criteria only, should be based on, and guided by, specific evidence. The evidence offered should assist the Board in having a thoughtful conversation about future expectations and continuous improvement for the operation of the Board that will serve to advance the goals and interests of Montgomery County Public Schools.

After completing the evaluation individually, all Board members will submit their results to be compiled into a draft composite. Then, Board members will meet to discuss the draft composite and reach consensus on a self-evaluation that reflects the work of the Board and identifies next steps to support continuous improvement.

For each of the seven performance criteria listed, please provide a rating of either:

1. **IN PROGRESS**—Work performance does not yet meet stated Board expectations. Further development is needed
2. **MEETS EXPECTATIONS**—Work performance consistently fulfills stated Board expectations. Performance is professional and appropriate and work is of high quality in all significant areas of responsibility
3. **EXCEEDS EXPECTATIONS**—Work performance consistently exceeds stated Board expectations. Performance is exceptional and work noticeably exceeds expectations in all areas of responsibility

followed by specific evidence or reasons to support your rating of the performance criteria.

A. ESTABLISH/PROMULGATE DISTRICT VISION AND VALUES

Performance criteria:

Rating: _____

1. We have formally adopted a mission, vision, and a set of core values for the school system that guide us in our work on behalf of children, including strategic planning, budget decisions, and policy matters.
2. We annually revisit our mission, vision, and core values to ensure constancy of purpose and to reaffirm our values with the community.
3. Our mission, vision and core values are the focus of reflection and deliberation as we strive for continuous improvement in our governance.

Performance Indicators:

(Do not rate individual indicators. These are listed only to help you think about the performance criteria.)

1. I participate fully in the annual review of our strategic plan, including the mission, vision, core values, and guiding tenets.
2. My decision-making is aligned with the district’s vision, mission, core values, and system goals.
3. I regularly reflect on the Board’s mission, vision and core values as I go about my work.

Summary Rating — Performance Criteria A:

- 1 IN PROGRESS
- 2 MEETS EXPECTATIONS
- 3 EXCEEDS EXPECTATIONS

Specific evidence or reasons to support your rating of Performance Criteria A:

B. DEVELOP AND PROMULGATE RELEVANT GOVERNING POLICIES

Performance criteria:

Rating: _____

1. Our Board operates as a policy-making body using our written policies as the framework for our decision making concerning the instructional and business operations of the school district.
2. We develop Board policies that give the administration sufficient authority and latitude to manage the day-to-day instructional and business operations of the school system.
3. Our policies reflect our core commitment to equity, excellence, and a culture of respect, as well as promote the highest expectations for our diverse student body and workforce.

Performance Indicators:

(Do not rate individual indicators. These are listed only to help you think about the performance criteria.)

1. I am knowledgeable about the Board’s policies and use Board policy as a basis for decision making.
2. I recognize and respect the prerogative and authority of the Superintendent and administrative staff to implement the Board’s policies.
3. In adopting new or reviewing existing Board policies, I look to ensure that they are consistent with our mission, vision and core values.

Summary Rating — Performance Criteria B:

- 1 IN PROGRESS
- 2 MEETS EXPECTATIONS
- 3 EXCEEDS EXPECTATIONS

Specific evidence or reasons to support your rating of Performance Criteria B:

C. MONITOR EXPECTED STUDENT ACHIEVEMENT RESULTS

Performance criteria:

Rating: _____

1. We collaborate with the Superintendent to regularly monitor a mutually agreed upon set of meaningful indicators that are aligned with the strategic plan and that assess achievement and engagement for all students.
2. We monitor the effectiveness of our instructional programs by measuring student achievement against state and local standards and other pertinent data with particular attention to progress toward closing achievement gaps among all racial and ethnic groups, and meeting the educational needs of students in special populations.
3. We use our student achievement data to make decisions and establish district priorities.

Performance Indicators:

(Do not rate individual indicators. These are listed only to help you think about the performance criteria.)

1. I am actively engaged in working with the Superintendent to develop appropriate performance indicators that align with the school system’s strategic plan.
2. I carefully review student achievement data presented by staff and use it as a basis for setting Board policy and budget priorities.
3. Improving achievement for all students drives my educational decision-making.

Summary Rating — Performance Criteria C:

- 1 IN PROGRESS
- 2 MEETS EXPECTATIONS
- 3 EXCEEDS EXPECTATIONS

Specific evidence or reasons to support your rating of Performance Criteria C:

D. RESPONSIBLE MANAGEMENT OF RESOURCES

Performance criteria:

Rating: _____

- 1. We regularly appraise the educational and administrative management of the school system to ensure that resource allocations and decisions support the strategic priorities of the school system.
- 2. Our fiscal and resource management is transparent to the community and provides assurance that dollars and resources are aligned and deployed to reflect the district’s priorities as outlined in the strategic plan.
- 3. We regularly monitor financial data to ensure meaningful accountability and communicate to the community that educational dollars are spent in the most efficient and effective manner.

Performance Indicators:

(Do not rate individual indicators. These are listed only to help you think about the performance criteria.)

- 1. I understand the relationship between our budgets and our system’s core values, and I advocate for our students’ and schools’ needs.
- 2. I carefully review all system resource audits and other financial data in order to better discharge my fiduciary obligations.
- 3. I understand and actively participate in our district’s budgeting process.

Summary Rating — Performance Criteria D:

- 1 IN PROGRESS
- 2 MEETS EXPECTATIONS
- 3 EXCEEDS EXPECTATIONS

Specific evidence or reasons to support your rating of Performance Criteria D:

E. COMMUNITY ENGAGEMENT AND COMMUNICATION

Performance criteria:

Rating: _____

- 1. We communicate clearly and regularly with a broad base of internal and external stakeholders about the Board’s work and to share our vision, mission and core values.
- 2. We employ multiple strategies for reaching out to the community in an effort to directly engage in two-way communication and dialogue with diverse populations to solicit their input on relevant decisions and to ensure that their perspectives inform our priorities.
- 3. We are strategic in our advocacy to help mobilize and sustain community support for school system progress and work with elected officials to promote our needs.

Performance Indicators:

(Do not rate individual indicators. These are listed only to help you think about the performance criteria.)

- 1. I promote the interests of the system within the community and with elected officials, including through the promotion of our legislative agenda.
- 2. I listen to, and carefully consider, broad-based community input while exercising my statutory decision-making authority.
- 3. I participate actively in the Board’s outreach efforts, including public forums, hearings, and cluster visits.

Summary Rating — Performance Criteria E:

- 1 **IN PROGRESS**
- 2 **MEETS EXPECTATIONS**
- 3 **EXCEEDS EXPECTATIONS**

Specific evidence or reasons to support your rating of Performance Criteria E:

F. BOARD OPERATIONS

Performance criteria:

Rating: _____

- 1. Our agendas and work sessions are aligned with our core values, and we have effective and efficient processes for doing Board work to ensure that Board member time is spent in furtherance of our vision and values.
- 2. We are as attentive to how we reach conclusions as to what is decided with respect to both our policy work and our quasi-judicial actions, and we execute our responsibilities in keeping with the highest ethical standards.
- 3. We are using effective strategies for working productively with each other and with the Superintendent , and honor the differences between and among acting/speaking as a whole Board and as individual Board members.

Performance Indicators:

(Do not rate individual indicators. These are listed only to help you think about the performance criteria.)

- 1. I regularly engage in continuous improvement and professional development activities related to Board work and make every effort to attend all meetings having done my homework and prepared to contribute in a positive manner.
- 2. I maintain the confidentiality of Board proceedings and adhere to ethical standards in my role.
- 3. I am a productive member of the team, work well with my colleagues, and work within the parameters of my authority as a Board member.

Summary Rating — Performance Criteria F:

- 1 IN PROGRESS
- 2 MEETS EXPECTATIONS
- 3 EXCEEDS EXPECTATIONS

Specific evidence or reasons to support your rating of Performance Criteria F:

G. BUILDING AND SUSTAINING AN EFFECTIVE RELATIONSHIP WITH THE SUPERINTENDENT

Performance criteria:

Rating: _____

1. We work to build and sustain an effective working relationship with the Superintendent by engaging in two-way communication that articulates expectations on shared governance as well as performance goals for the system.
2. We respect the management responsibilities and administrative prerogatives of the Superintendent and work collaboratively with the Superintendent in a spirit of mutual trust and confidence.
3. We maintain open lines of communication by conducting regular dialogue on progress towards district goals and objectives, student achievement, and community/school issues and concerns.

Performance Indicators:

(Do not rate individual indicators. These are listed only to help you think about the performance criteria.)

1. I respect the management and administrative responsibilities of the Superintendent and work to ensure that the Board has conveyed clear expectations for his/her performance.
2. I communicate with the Superintendent when I have concerns involving the school district and work collaboratively on resolving problems.
3. I participate fully in the Superintendent evaluation process working collaboratively with fellow Board members and approaching the task of evaluation fairly and diligently.

Summary Rating — Performance Criteria G:

- 1 IN PROGRESS
- 2 MEETS EXPECTATIONS
- 3 EXCEEDS EXPECTATIONS

Specific evidence or reasons to support your rating of Performance Criteria G:
