



## Board Consolidated Evaluation Data

For: **Board Self-Evaluation**

Performed On: **1/27/22, 1:43 PM**

Performed By: **Cynthia Elliott**

Standard 1

### Vision, Leadership & Accountability

The board of education commits to a vision of high student achievement and effective instruction, specifies clear goals to realize that vision, demands accountability for results, and supports continuous improvement of the district.



#### Reflections and Comments for the Vision, Leadership & Accountability Standard

(optional)

from district profile page:

- **MISSION** Foster students' individual talents and abilities in a nurturing environment of equity.

**VISION** Ensure all students equitable access to a high-quality education and graduate each student as a productive member of society.

- Willa Powell

1.A

**The board develops a shared vision and mission that reflects student achievement and community priorities, and communicates it to the community.**

**Effective** A blue circle with a white vertical bar on the left side, indicating an "Effective" rating.

*Performance meets the criteria*

*Noteworthy evidence and observation demonstrates the board's effective performance. The board has satisfactorily met the criteria and has shown an improvement in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.*



#### Reflections and Comments (required for 100% completion)

*The board has been effective in this standard; however I would want the board to be more assertive in conveying to the District the urgency of every student being career and college ready to change the negative trajectory in our community. Too many students tend to drop out without having the hope for a productive life in our community. As such many disproportionate social ills exist in the*

community that in great part stem from high dropout rates and low expectations.

Cynthia Elliott, Board Vice President - 8/3/2021, 9:20:16 PM

- Cynthia Elliott

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We need to work on clarifying our board vision with more specific outcomes per the exercise we did at the board retreat.

- Amy Maloy

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We are pretty solid in this area.

- Mr. Ricardo Adams

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Need to give ourselves at least Effective because we did the work of establishing (revising) a Mission and Vision statement. More points for having it visible on the website. Have we done everything we can to reflect community input and support? If we have, I could give is Highly Effective.

- Willa Powell

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While we have a shared vision of student success through academic achievement as a board, we sometimes let personal goals get in the way of working as a cohesive group to achieve our common mission and agreed upon goals. This hampers our ability to achieve our goals.

William G Clark, Board Member - 8/19/2021, 10:46:51 AM

- William G Clark

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I think the BOE is working toward developing a shared vision and common goals but consistently negative interactions get in the way of us coalescing around those goals and vision.

- Van Henri White



Supporting Evidence



About our District / District Profile (<https://www.rcsdk12.org/domain/8>)

1.B

**The board develops annual district goals in alignment with the district vision and mission and adopts an action plan developed by the superintendent to meet the annual goals. Goals are communicated to the community.**

**Effective** 

*Performance meets the criteria*

*Noteworthy evidence and observation demonstrates the board's effective performance. The board has satisfactorily met the criteria and has shown an improvement in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.*



Reflections and Comments (required for 100% completion)

*The Board and the District has focused most of its attention on the safety of our students and staff due to COVID-19. Students and staff have had to learn a new method of teaching and learning,*

*i.e. online, in person with restrictions and independent learning. Some students embraced this method while it was difficult for other students. Moreover, staff has challenge in learning to navigate this unprecedented environment. Barring a second wave of the virus that could place the District on lockdown, the board may have to adjust its goals to reflect this potential worldwide pandemic. Having said the above however, the Board must review these goals and action steps regularly to ensure that the goals are being met. Additionally, the board must improve its efforts to keep the community informed of the status of the goals and the corresponding action plans. There are stakeholders including parents who need to be able to understand the goals to help the Board to carry the message of this work.*

*Cynthia Elliott, Board Vice President - 8/3/2021, 9:39:16 PM*

*- Cynthia Elliott*

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*We need to work on clarifying our board goals with more specific outcomes per the exercise we did at the board retreat.*

*- Amy Maloy*

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*we have a monitor*

*- Mr. Ricardo Adams*

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*we have an action plan, Superintendent goals and Board goals, thus meeting the minimum threshold for Effective rating.*

*- Willa Powell*

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*As a board we develop annual goals that align with the district's vision. We monitor our progress towards these goals at our regularly scheduled meetings, but we often disagree with fellow board members, our Superintendent, and her cabinet as to how we should achieve our agreed upon goals, making it very difficult to be successful.*

*William G Clark, Board Member - 8/19/2021, 10:47:00 AM*

*- William G Clark*

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*The BOE worked diligently on developing shared goals and they have been in place for some time now and are frequently brought up during our conversations.*

*- Van Henri White*

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1.C

## **The board regularly monitors progress on district goals, effective instruction and student achievement with data-based information.**

### **Effective**

*Performance meets the criteria*

*Noteworthy evidence and observation demonstrates the board's effective performance. The board has satisfactorily met the criteria and has shown an improvement in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.*



**Reflections and Comments** (required for 100% completion)

*The Board has been demanding in its request for data-based information in order to monitor*

*progress on district goals, effective instruction and student achievement through its various committees, ie. Equity in Student Achievement, Finance, Policy, and Audit. The board's ability to ask critical questions has been greatly increase as a result of the state monitor. I would suggest however that the questions posed by the board become even more critical to the point that we are uncovering and going deeper in the quest for information so that the responses from the District have been critically thought out.*

*Cynthia Elliott, Board Vice President - 8/3/2021, 9:59:36 PM*

- Cynthia Elliott

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*We are making progress per the State Monitor's report, but have areas we need to improve in.*

- Amy Maloy

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*because we were in such a bad space last year, we are doing our job with this now.*

- Mr. Ricardo Adams

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*Evidence that we regularly monitor progress: ESA Committee calendar, Superintendent evaluation.*

- Willa Powell

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*We have put systems in place to regularly monitor our progress towards district goals. We do need to work towards building a stronger relationship with our superintendent, her team and fellow board members. Current systems are sufficient to monitor student achievement.*

*William G Clark, Board Member - 8/19/2021, 10:47:09 AM*

- William G Clark

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*The BOE has a long and positive track record for moving the graduation rate and reducing out of school suspensions. But we (the BOE and the Superintendent) has not had much success in moving other KPA - including ELA and Math scores. Other challenges include successfully and equitably addressing ELLs and Special needs students.*

- Van Henri White

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I.D

## **The board annually evaluates the job performance of the superintendent and monitors the progress made on annual superintendent objectives.**

### **Effective**

*Performance meets the criteria*

*Noteworthy evidence and observation demonstrates the board's effective performance. The board has satisfactorily met the criteria and has shown an improvement in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.*



Reflections and Comments (required for 100% completion)

*Given the COVID-19 pandemic the focus of the Superintendent has been on ensuring students and staff were safe in addition to providing academic leadership. Pandemic challenges could surface a second time in managing to education students. The board met with the Superintendent to review her evaluation.*

*Cynthia Elliott, Board Vice President - 8/3/2021, 10:03:18 PM*

- Cynthia Elliott

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*We completed the evaluation process, but should have more more discussions around this periodically throughout the school year in order to facilitate more meaningful and timely feedback for the superintendent.*

- Amy Maloy

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*just did an evaluation a couple weeks ago.*

- Mr. Ricardo Adams

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*process recently completed*

- Willa Powell

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*The board was effective in evaluating and providing feedback to our superintendent on her job performance and achievements of her annual objectives.*

*William G Clark, Board Member - 8/19/2021, 10:47:16 AM*

- William G Clark

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*I think that we've become progressively better in this role. Our timely evaluation of Superintendent Meyers Small is an example of that.*

- Van Henri White

1.E

## **The board conducts a self-evaluation to monitor its own performance and participates in professional development, including board training and seminars.**

### **Effective**

*Performance meets the criteria*

*Noteworthy evidence and observation demonstrates the board's effective performance. The board has satisfactorily met the criteria and has shown an improvement in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.*



Reflections and Comments (required for 100% completion)

*The Board has participated in professional development including board training and seminars. Specifically, I have participated in monthly Monroe County School Board Associations meetings, the Labor Committee, and officers meetings. I have also participated in the 2021 School Law seminar. Online seminars through NYSBBA and other professional development sessions with the full board.*

*Cynthia Elliott, Board Vice President - 8/3/2021, 10:08:12 PM*

- Cynthia Elliott

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*We are completing our self-evaluations, and will hopefully have the opportunity for reflection and growth.*

- Amy Maloy

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*we are totally on top of this.*

- Mr. Ricardo Adams

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*board has completed a number of in-service training / PD, and is currently doing self-evaluation.*

- Willa Powell

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*Board members are very eager to attend trainings to improve upon their performance as commissioners. I have attended two trainings this year and was pleased to see fellow board members in attendance. However, self evaluation is a weakness that must be addressed. We continue to let small differences of opinions prevent us from making major improvements in our relationships with each other and our management team.*

*William G Clark, Board Member - 8/19/2021, 10:47:25 AM*

- William G Clark

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*I think that we've become progressively better at this as well. This evaluation is an example of that. Indeed, our use of this system is the result of our positive experience with SuperEval that we use to evaluate our recent Superintendents.*

- Van Henri White

## Standard 2

## Board Governance & Policy

The board of education works effectively as a team and collaborates with the superintendent, exhibits a shared understanding of board and superintendent roles, maintains a set of board operating procedures, and leads/governs the district through policy.



### Reflections and Comments for the Board Governance & Policy Standard (optional)

*more emphasis on policy review than any time in recent memory, though possibly only because by State Monitor report demanded it!*

- Willa Powell

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*We do have a good understanding of the role of board members and the role of the superintendent. Some of our attempts to set board policy is a bit overreaching but its a consequence of prior administration practices.*

*William G Clark, Board Member - 8/19/2021, 10:11:55*

- William G Clark

## 2.A

**The board and superintendent participate in an annual retreat to build team relationships, review roles, responsibilities, and board operations and orient new board members.**

### Effective

*Performance meets the criteria*

*Noteworthy evidence and observation demonstrates the board's effective performance. The board has satisfactorily met the criteria and has shown an improvement in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that*

*supports this rating.*



Reflections and Comments (required for 100% completion)

*The board and superintendent participated in its first retreat August 5-6, 2021. The board was presented with data, presentation of updates on the strategic plan, staffing, review of board goals and housekeeping issues. This retreat was a total success meaning individuals were listened to and heard.*

*Cynthia Elliott, Board Vice President - 8/6/2021, 7:10:01 PM*

*- Cynthia Elliott*

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*We have had regular professional developments and opportunities to welcome new board members. We digitized our new board member orientation manual for easier access.*

*- Amy Maloy*

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*just did this a couple of days ago*

*- Mr. Ricardo Adams*

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*done and done*

*- Willa Powell*

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*This year's board retreat and new member orientation was a great start in developing good team relationships and introducing newly elected members to the board/staff process.*

*William G Clark, Board Member - 8/19/2021, 10:24:25 AM*

*- William G Clark*

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*I think we have worked diligently (not always evenly) in this area. Often times our success in this area depends on the person who is chairing the committee and the staff that is available to support them.*

*- Van Henri White*

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2.B

**The board has a procedure in place for reviewing established policies on a regular basis and developing new ones.**

**Effective**

*Performance meets the criteria*

*Noteworthy evidence and observation demonstrates the board's effective performance. The board has satisfactorily met the criteria and has shown an improvement in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.*



Reflections and Comments (required for 100% completion)

*The policy committee meets monthly to review, revise and develop new policies. This work has been exemplary.*

*Cynthia Elliott, Board Vice President - 8/6/2021, 7:11:44 PM*

*- Cynthia Elliott*

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*We regularly review and amend these in COW Policy.*

- Amy Maloy

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*policy committee*

- Mr. Ricardo Adams

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*Our process for policy review has always been the creation and staffing of the Policy Committee, but that hasn't historically been enough. We now have a review calendar and an elevated obligation to look at everything, not just that which lands on a critical pathway.*

- Willa Powell

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*The board's policy committee, chaired by Commissioner Powell, has done outstanding work in reviewing and revising existing policies and establishing new policies as evidenced by the revisions to our Special Education policies, fund balance policies, and the process established to review all policies on a three year rotational basis.*

*William G Clark, Board Member - 8/19/2021, 10:24:08 AM*

- William G Clark

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*Yes. See notes above. However Commissioner Powell and staff person Rahima have been especially effective at keeping us on task. But it should not be forgotten that this step and step, policy by policy work began with Deborah Falnigan and continued on with Karl Kristoff.*

- Van Henri White

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2.C

## **The board closely adheres to its own procedures, protocols and policies for effective board operations.**

### **Developing** ●

*Performance is inconsistent and partially meets the criteria*

*Noteworthy evidence and observation demonstrates that the board's performance has made moderate gains – or maintained the status quo – in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.*



Reflections and Comments (required for 100% completion)

*The board adheres to its procedures, protocols and policies for the most part; occasionally the board has had to suspend its policies, protocols and procedures, with a majority vote.*

*Cynthia Elliott, Board Vice President - 8/6/2021, 7:15:15 PM*

- Cynthia Elliott

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*Consistency is something we continue to develop as a team.*

- Amy Maloy

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*we are getting better(believe it or not)*

- Mr. Ricardo Adams

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*while individual members don't always adhere, there is a generally accepted norm that communications protocols and Roberts Rules be followed.*



- Willa Powell

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*This is an area for improvement. We need to do a better job in adhering to our own policies.*

*William G Clark, Board Member - 8/19/2021, 10:26:51 AM*

- William G Clark

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*Genrally speaking I think this is the case. However, there were many needed changed to our policies as some had become obsolete and outdated. Commissioner Powell, Ms. Wynn, Ms. Flannigan, and Mr. Kristoff have helped us update many of these policies so that compliance is now meaningful and impactful.*

- Van Henri White

2.D

## **The board clearly understands its governance role and responsibilities, adheres to open meetings laws, and delegates district operation responsibilities to the superintendent.**

### **Effective**

*Performance meets the criteria*

*Noteworthy evidence and observation demonstrates the board's effective performance. The board has satisfactorily met the criteria and has shown an improvement in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.*



Reflections and Comments (required for 100% completion)

*The board has been effective in adhering to open meeting laws and delegating district operation responsibilities to the superintendent with the advice of General Counsel.*

*Cynthia Elliott, Board Vice President - 8/6/2021, 7:28:25 PM*

- Cynthia Elliott

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*We continue to learn and grow in this area, but are showing some progress.*

- Amy Maloy

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*some members are Marshalls and keep us in line if we start to stray. And thats a good thing Beatriz and Van.*

- Mr. Ricardo Adams

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*Adherence to open meetings laws are sometimes tested, but rarely broken*

- Willa Powell

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*While some overreach by board members still exist, the board members clearly understand our roles and responsibilities as Commissioners. I conclude that we as a board has satisfactorily met this criteria.*

*William G Clark, Board Member - 8/19/2021, 10:33:30 AM*

- William G Clark

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*Personally, I believe there has become greater clarity over roles and resposnibilities over time. That clarity, of course, changes as new BOE members and/or new superintendents come on board. This*

perhaps, more than any other reason, supports the idea of long-term stable leadership in urban education - which is lacking in many urban districts.

- Van Henri White

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2.E

## Board members publically support the decision of the majority and speak with a unified voice.

### Developing

*Performance is inconsistent and partially meets the criteria*

*Noteworthy evidence and observation demonstrates that the board's performance has made moderate gains – or maintained the status quo – in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.*



#### Reflections and Comments (required for 100% completion)

*Board members do not always publicly support the decisions made. There is not always a unified voice. Social media platforms have been used to express dissent.*

*Cynthia Elliott, Board Vice President - 8/6/2021, 7:43:29 PM*

*Cynthia Elliott, Board Vice President - 8/6/2021, 7:43:31 PM*

- Cynthia Elliott

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*We are not always consistent in this regard. There has been some tension between members.*

- Amy Maloy

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*most of the time but definitely not all the time*

- Mr. Ricardo Adams

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*it is still not a universally accepted norm to speak with a unified voice. At our best we are able to communicate the majority decision ALONG WITH individual public comments of descent.*

- Willa Powell

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*This is an area where we definitely need improvement. dissenting members often publicly express their disagreement with majority decisions.*

*William G Clark, Board Member - 8/19/2021, 10:46:14 AM*

- William G Clark

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*I think by and large the BOE speaks with one voice - whether its through the BOE President (by getting BOE approval for public statements) or through their individual voices or their collective votes. However, Commissioner Lebron, on occasionally, be openly critical and hostile in her public commentary about fellow BOE members and the positions they take or votes they make. Open and honest dialogue is absolutely necessary in our democracy. But commentary that is unnecessarily personal and offensive can effectively shut down the very dialogue that democracy needs to flourish. Those kind of visceral and meanspirited comments can also make onlookers question whether this kind of democracy is even effective.*

- Van Henri White

## Communication & Community Relations

The board of education effectively communicates with the superintendent and the local community, represents community interests and values, and ensures district information and decisions are communicated to the community.

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### 3.A

**The board develops a collaborative relationship with the superintendent, keeping cooperation and respectful discussions at the core of its deliberation.**

#### Effective

*Performance meets the criteria*

*Noteworthy evidence and observation demonstrates the board's effective performance. The board has satisfactorily met the criteria and has shown an improvement in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.*



#### Reflections and Comments (required for 100% completion)

*The board works diligently to collaborate with the superintendent. Board officers meet bi-weekly with the Superintendent and her staff. Additionally, the superintendent and her staff regularly present at the board committees and business meetings.*

*Cynthia Elliott, Board Vice President - 8/6/2021, 7:44:50 PM*

*Cynthia Elliott, Board Vice President - 8/6/2021, 8:27:15 PM*

- Cynthia Elliott

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*Our board officers have regular meetings and communication with the superintendent.*

- Amy Maloy

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*effective because we have had numerous special meetings and phone calls maintaining communication and transparency.*

- Mr. Ricardo Adams

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*not a love-fest, but respectful and cooperative, yes*

- Willa Powell

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*We have developed collaborative with our superintendent and work with her in a mutually respectful manner.*

*William G Clark, Board Member - 8/19/2021, 2:20:54 PM*

- William G Clark

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*See prior comments.*

- Van Henri White

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### 3.B

**The board establishes effective communication with parents, students, staff and community members while respecting the chain of command and lines of responsibility.**

#### Effective

*Performance meets the criteria*

*Noteworthy evidence and observation demonstrates the board's effective performance. The board has satisfactorily met the criteria and has shown an improvement in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.*



#### Reflections and Comments (required for 100% completion)

*The board has assigned parent representatives to its committees for input. The board meets with parent leaderships groups (PLAC, Bilingual Parent Group). The Community Intergovernmental and Relations Committee of the board hosts an annual community event. The relationship with the stakeholder groups is effective.*

*Cynthia Elliott, Board Vice President - 8/6/2021, 7:56:35 PM*

*- Cynthia Elliott*

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*We continue to show progress in this area, with the help of board staff.*

*- Amy Maloy*

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*I think we need work on responding to parents & community as well as recognizing chain of commands, etc.. To detail this would be to point fingers and that is not healthy for this board. The reaction to that.....*

*- Mr. Ricardo Adams*

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*i remain concerned that some board members do not follow chain of command, or more specifically, exert undue influence over staff members rather than utilizing communications protocols and chain of command. But this concern reflects the exception, not the rule.*

*- Willa Powell*

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*Effective communications have been established with our community, parents, teachers, and students, keeping them informed of district activities, programs and other opportunities.*

*William G Clark, Board Member - 8/19/2021, 2:24:23 PM*

*- William G Clark*

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*I believe the system of BOE liaisons which allows for BOE members to connect with the staff and families of each schools is especially effective for fostering direct communications with the school community and BOE leadership. I also believe that BOE members effectively and respectfully communicate with the Superintendent when issues arise from their roles and in their capacities as liaisons or just with respect to questions which arise through in person or email communications with constituents.*

*- Van Henri White*

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### 3.C

**The board works with the superintendent to gain input from the community using forums, survey instruments and other vehicles following agreed-upon procedures.**

**Effective** 

*Performance meets the criteria*

*Noteworthy evidence and observation demonstrates the board's effective performance. The board has satisfactorily met the criteria and has shown an improvement in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.*



**Reflections and Comments** (required for 100% completion)

*As an example, the Superintendent sought input for the use of the additional funding from the American Rescue and CARES Act as to how the funding should be allocated.*

*Cynthia Elliott, Board Vice President - 8/6/2021, 7:59:17 PM*

*Cynthia Elliott, Board Vice President - 8/6/2021, 8:32:36 PM*

*Cynthia Elliott, Board Vice President - 8/6/2021, 8:32:39 PM*

- Cynthia Elliott

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*We should work to develop more effective survey tools in this regard with the superintendent.*

- Amy Maloy

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*Have not insisted on being proactive in this area instead of reactive. We have not been at the table prior to surveys being put out ..*

- Mr. Ricardo Adams

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*use of public hearings and public forums for important issues such as budget and school name changes have been effective, along with public speaking opportunities at every board meeting. How helpful have the mandatory public engagement sessions for Fed COVID relief funds been? That's not clear to me.*

- Willa Powell

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*WE convened many workshops with students, parents, advocates, and the community at large to seek their input on a number of items including school name changes, spending and prioritizing funding and othe matters.*

*William G Clark, Board Member - 8/19/2021, 2:27:19 PM*

- William G Clark

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*The BOE typically attends public forums - just for the purposes of listening. We don't generally participate in the design or creation of survey - although the superintendents (past and present) have usually been pretty good about sharing the results of the survey. I don't know how effectively the RCSD is in following up on the suggestions of what the parents have to offer in these surveys.*

- Van Henri White

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**3.D**

**The board actively generates support for the district through its vision and promoting educational opportunities for all students.**

## Effective

*Performance meets the criteria*

*Noteworthy evidence and observation demonstrates the board's effective performance. The board has satisfactorily met the criteria and has shown an improvement in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.*



Reflections and Comments (required for 100% completion)

*The board seeks to have every child career and college ready through its vision statement. Additionally the board advocates aggressively for students to have the best educational opportunities to become productive members in the Rochester community.*

*Cynthia Elliott, Board Vice President - 8/6/2021, 8:55:41 PM*

- Cynthia Elliott

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*Our lack of clarity in our on goals and vision makes this hard to achieve at present.*

- Amy Maloy

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*I think that our votes reflect positively on us in regards to this area.*

- Mr. Ricardo Adams

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*"through it's vision" - yes. How effective are we at promoting educational opportunities for all students though? I guess through an equitable budget appropriation/adoption, yes, but not through promotion in the marketing sense.*

- Willa Powell

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*We do actively support our superintendent and generates support for our district though our active support of all educational opportunities (grants and other support) that avails itself.*

*William G Clark, Board Member - 8/19/2021, 1:31:51 PM*

- William G Clark

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*I am not really clear what is meant by this sentence/standard.*

- Van Henri White

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3.E

## **The board is an advocate for the district's interests with legislators and other elected public officials.**

### Effective

*Performance meets the criteria*

*Noteworthy evidence and observation demonstrates the board's effective performance. The board has satisfactorily met the criteria and has shown an improvement in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.*

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## Reflections and Comments (required for 100% completion)

*The board hosts an annual legislative breakfast to advocate for legislative and financial support. Board members individually frequently reach out to legislative and community stakeholders.*

- Cynthia Elliott

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*All members appear to regularly engage with our legislators.*

- Amy Maloy

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*I think this is an area that we are almost highly effective in. We are really good district advocates.*

- Mr. Ricardo Adams

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*we have advocated, and this year we had exceptional success with state funding success, but I challenge the notion that our direct advocacy had anything to do with it. More so, our participation in NSBA, Council of Great City Schools, NYSSBA, Big 5, and MCSBA.*

- Willa Powell

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*We actively advocate for our district by holding annual legislative breakfasts and meeting with our state, local, and county representatives on a regular scheduled basis.*

*William G Clark, Board Member - 8/19/2021, 1:34:05 PM*

- William G Clark

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*I actually think we've done much better in this area than we have in the past. The critical alliances we formed to fight off state or mayoral control; changes and increases in Foundation aid; and the ongoing successful FMP funding process.*

- Van Henri White

## Standard 4

## Fiscal Resources, Staff Recruitment & Environment

The board of education oversees the fiscal conditions of the district, aligns resources to meet district goals, ensures appropriate policies for staff recruitment and retention, supports districtwide learning and promotes conditions for health and safety.

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### 4.A

**The board adopts an annual budget that adheres to the provisions of the law and allocates resources based on the district's vision, goals, and priorities for student learning.**

**Effective**

*Performance meets the criteria*

*Noteworthy evidence and observation demonstrates the board's effective performance. The board has satisfactorily met the criteria and has shown an improvement in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.*

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Reflections and Comments (required for 100% completion)

*The board works diligently to approve an annual balance budget. The board has to also ensure that it addresses the structural deficit. With an influx of federal and state funding there is some latitude to do a deeper dive in addressing this issue.*

*Cynthia Elliott, Board Vice President - 8/6/2021, 9:02:14 PM*

- Cynthia Elliott

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*We supported fiscal accountability and an austerity budget this year.*

- Amy Maloy

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*We have a monitor.*

- Mr. Ricardo Adams

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*"and priorities for student learning"? To the extent that budgeting for SpEd in response - not just to "provisions of the law" but also our covenant through the consent decree... yes, our budget reflects that.*

- Willa Powell

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*With the assistance of our State Monitor, the board has taken significant steps in improving our fiscal condition while prioritizing our funding to address student academic outcomes as outlined in our district's vision and goals.*

*William G Clark, Board Member - 8/19/2021, 2:16:33 PM*

- William G Clark

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*I think we've gotten better in this area as well. Part of that improvement has meant that the BOE has had to wrestle away what was basically the superintendent's nontransparent unbridled authority in this area. In the past, such control often meant that the BOE was purposefully kept in the dark (and at least on one occasion) misled on key financial information. Finally, I think if we are honest, COVID alleviated some of the strain that the RCSD was under and it (and federal funding) gave us some "breathing space" to reduce expenses and get out of debt.*

- Van Henri White

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4.B

**The board keeps the community informed about the financial needs of the district, seeks cost savings and operational efficiencies and invites community input.**

**Effective**

*Performance meets the criteria*

*Noteworthy evidence and observation demonstrates the board's effective performance. The board has satisfactorily met the criteria and has shown an improvement in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.*



Reflections and Comments (required for 100% completion)

*Even though the board has experienced community relations challenges with the financial position of the District the board makes sure the community knows the state of district finances.*



Cynthia Elliott, Board Vice President - 8/6/2021, 9:06:08 PM

- Cynthia Elliott

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*We didn't have as much community input this year for a host of reasons (most notably, due to pandemic related issues).*

- Amy Maloy

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*just watch one of our board meetings*

- Mr. Ricardo Adams

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*public forums prior to budget recommendations (Supt and her staff), annual budget public hearings, and regular updates at board meetings on the status of fed/state funding issues.*

- Willa Powell

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*Through numerous community sessions and surveys, we have sought community input for our spending plan that includes those priorities that our community feel is urgent. We also apprise our community as to how funds can be legally utilized and not add to our structural deficit.*

William G Clark, Board Member - 8/19/2021, 1:43:52 PM

- William G Clark

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*See comments above. Additionally, I believe that BOE has a long standing best practice of seeking community input when it comes to developing our annual budgets. Our budgets (as difficult as they have been over the years) have always included examples of restorations of cuts that came as a result of community input.*

- Van Henri White

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4.C

## **The board monitors a facilities plan that meets district student and staff health and safety regulations and guidelines.**

### **Effective**

*Performance meets the criteria*

*Noteworthy evidence and observation demonstrates the board's effective performance. The board has satisfactorily met the criteria and has shown an improvement in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.*



Reflections and Comments (required for 100% completion)

*The Vice President of the Board attends the Facilities Modernization Committee meetings monthly. The board approves monthly the request for funding for CIP initiatives.*

Cynthia Elliott, Board Vice President - 8/6/2021, 9:11:50 PM

- Cynthia Elliott

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*We need overhauls in food service and a renewed focus on school safety as we have students reenter school following the pandemic year. There are major discrepancies in safety across buildings/campuses.*

- Amy Maloy

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*I think this is one of our strengths.*

- Mr. Ricardo Adams

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*aspects of the CIP are continuously under review via resolutions for architects to final payments.*

- Willa Powell

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*In these years of COVID, the board members have worked hand in hand with our facilities team to ensure that our classrooms are properly equipped and ventilated to ensure student and staff safety. We review facilities improvement plans at our regularly scheduled meetings. We do need to focus more on the use of local vendors and MWBE vendors.*

*William G Clark, Board Member - 8/19/2021, 1:47:27 PM*

- William G Clark

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*Given the unprecedented nature of the present health care crisis, I would say that the Superintendent and the BOE did an excellent job keeping children, staff, and their families safe. This was done by "following the science" and having a top notch Central Office Leadership Team (including the facilities management team) which followed CDC guidance and the guidance being offered by the MC Health Department. For example, earlier on during the COVID crisis, when the Superintendent felt she needed to change course in terms of in person or virtual, the BOE supported her decision.*

- Van Henri White

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4.D

**The board ensures that the audit committee functions in accordance with NYS regulatory requirements, reviews internal and external audit findings and responds accordingly.**

**Effective** 

*Performance meets the criteria*

*Noteworthy evidence and observation demonstrates the board's effective performance. The board has satisfactorily met the criteria and has shown an improvement in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.*



Reflections and Comments (required for 100% completion)

*The Audit committee meets to ensure regulatory requirements are met along with auditing the internal operations of the District.*

*Cynthia Elliott, Board Vice President - 8/6/2021, 9:13:34 PM*

- Cynthia Elliott

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*We continue to show improvement, especially as related to Claims Audit and the securing of an outside firm to perform this audit. We need to look at an external review or audit of our legal department. It is problematic that our legal department audited themselves, and accountability/conflict of interest is a concern.*

- Amy Maloy

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*Just revamped our whole system around audits.*

- Mr. Ricardo Adams

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via Audit committee

- Willa Powell

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*The board is an active partner in our annual audits. We review the audit management letter and management responses to ensure that we are operating in compliance with all local and NYS regulatory requirements. Our auditors do meet with the board prior to audit to discuss their scope and after the audit to discuss their results and findings.*

*William G Clark, Board Member - 8/19/2021, 1:50:26 PM*

- William G Clark

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*The Audit function, operating under the direction of Anissa Henry Wheeler, has been especially effective in reviewing and monitoring RCSD practices and suggesting, where appropriate, systemic changes. Year after year, Ms. Wheeler and her team have consistently put forth a yearly audit plan and after the year is finish they update the BOE on what was accomplished in the prior year.*

- Van Henri White

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4.E

**The board supports the recruitment of highly effective teachers, administrators and staff and provides professional development and support to meet APPR requirements.**

**Effective** 

*Performance meets the criteria*

*Noteworthy evidence and observation demonstrates the board's effective performance. The board has satisfactorily met the criteria and has shown an improvement in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.*



Reflections and Comments (required for 100% completion)

*The board has advocated for more teachers of color to support a students enrollment population of 90% students of color.*

*Cynthia Elliott, Board Vice President - 8/6/2021, 9:14:50 PM*

- Cynthia Elliott

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*We need to make sure all of our departments are adhering to similar hiring practices. It is extremely concerning that we aren't opening certain positions to hiring committees or opening up national searches for the most powerful district legal positions. We must also work to ensure that we are focusing on the recruitment of diverse candidates for these positions, or at least ensuring there is a diverse pool of candidates applying for positions like General Counsel.*

- Amy Maloy

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*We always advocate for this but certain laws and rules limit what we can do.*

- Mr. Ricardo Adams

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*"Supports" insofar as we collectively approve the Superintendent's recommendations via resolution*

- Willa Powell

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*The recruitment and retaining of highly qualified teachers and administrative staff is a top priority of this board. We also focus on diversifying of our teaching staff to better reflect the diversity of our student population.*

*William G Clark, Board Member - 8/19/2021, 1:54:25 PM*

- William G Clark

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*The BOE recently created a Human Resource Committee. It will be interesting to see whether this Committee will have its intended impact. In the meantime, it would appear that the Superintendent's Chief of Human Resources is making a concerted effort to ensure that the district staff becomes more diverse.*

- Van Henri White

## Standard 5 Ethical Leadership

The board of education promotes the success of ALL students and staff, and conducts district business in a fair, respectful and responsible manner.

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### 5.A

**Board members actively promote the belief in the success of all students in the district.**

**Effective** 

*Performance meets the criteria*

*Noteworthy evidence and observation demonstrates the board's effective performance. The board has satisfactorily met the criteria and has shown an improvement in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.*



Reflections and Comments (required for 100% completion)

*The board has been criticized by some in the community for close supervision of District administration. Many of the board members come from the community and hear the criticism of the not educating Rochester's children. Since this is the expectation of the community and parents, the board has been a strong advocate, sometimes to a fault, to ensure the students are career and college ready. Some board members remember when the graduation rate was 39%. The graduation rate for 2021 will reach approximately 65%. But we have to push more, be even more involved to attain a graduation rate of 100%, students who are college and career ready, contributing to society.*

*Cynthia Elliott, Board Vice President - 8/9/2021, 9:58:32 PM*

- Cynthia Elliott

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*We need to externally audit certain departments, most notably our legal department. There are basic ethical concerns that have been raised by local lawmakers.*

- Amy Maloy

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*leaking to Lonsberry and the new board member selection process shananigans is the reason I put developing.*

- Mr. Ricardo Adams

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*Sometimes that promotion manifests itself as complaints that some schools are better resourced than others. Advocacy for schools that have received less attention than others is laudable. When that criticism manifests itself as advocacy for reducing resources of other schools (which are still technically in receivership), I take issue.*

- Willa Powell

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*We are all dedicated to the success of all students in our district. We work to ensure that all of our students are given the necessary tools to attain up to the fullness of their individual abilities.*

*William G Clark, Board Member - 8/19/2021, 1:57:51 PM*

- William G Clark

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*recent*

*Van Henri White, Board President - 8/17/2021, 4:04:34 PM*

- Van Henri White

5.B

## **Board members act as conscientious role models, and exhibit professionalism.**

### **Developing** ●

*Performance is inconsistent and partially meets the criteria*

*Noteworthy evidence and observation demonstrates that the board's performance has made moderate gains – or maintained the status quo – in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.*



Reflections and Comments (required for 100% completion)

*The board is seen as dysfunctional, not having the respect of the community, political stakeholders, nor funding stakeholders. While the board has improved in its functioning, there is still room for significant growth.*

*Cynthia Elliott, Board Vice President - 8/9/2021, 10:01:28 PM*

- Cynthia Elliott

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*Although we sometimes get along and are capable of civil interactions, there are personal attacks that take place that are neither professional nor conducive to helping our students and families. This is a choice. We can choose to behave better and show unity and respect for one another even if we passionately disagree on certain topics.*

- Amy Maloy

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*Same reasons as above plus our behavior at these public meetings is over the top.*

- Mr. Ricardo Adams

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*There isn't 100% acceptance that "exhibiting professionalism" is a role-modeling norm.*

- Willa Powell

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*Our passion for our students sometimes interferes with our professionalism. We must learn to compromise and present a unified front for the best interest of our students or continue to be perceived as a rigid group of commissioners who are unable to work together; and this is sad given the passion, expertise, and commitment each and every commissioner brings to these positions.*

*William G Clark, Board Member - 8/19/2021, 2:02:03 PM*

- William G Clark

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*By and large BOE members do act in a professional and respectful manner. However, as I indicated earlier Commissioner Lebron's occasionally offensive and disrespectful treatment of her colleagues makes it difficult, at times, for the BOE to operate professionally and effectively.*

- Van Henri White

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5.C

## **Board members exercise their authority only as a board of the whole and recognize that no individual board member has authority to take individual action on behalf of the board.**

### **Effective**

*Performance meets the criteria*

*Noteworthy evidence and observation demonstrates the board's effective performance. The board has satisfactorily met the criteria and has shown an improvement in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.*



Reflections and Comments (required for 100% completion)

*The individual actions of the board will improve as trust is developed.*

*Cynthia Elliott, Board Vice President - 8/9/2021, 10:04:17 PM*

- Cynthia Elliott

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*This seems to be challenging for some of our members at times. We need to act in a unified manner even if we disagree.*

- Amy Maloy

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*We are fairly consistent in this area.*

- Mr. Ricardo Adams

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*in the vast majority of situations this is true. I believe there are rare instances where individual board members exert undue influence over members of the Superintendent's staff to achieve individual objectives*

- Willa Powell

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*This is an area that is a work in progress. All commissioners realize that we must act as a group of the whole and generally operates as such. More training is needed in this area.*

*William G Clark, Board Member - 8/19/2021, 2:05:51 PM*

- William G Clark

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*Instances of this type of behavior are rare. In fact, as BOE President I have not received any such complaints from a Superintendents in quite some time.*

- Van Henri White

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5.D

## **Board members avoid conflicts of interest and appropriately disclose if one arises.**

**Effective** 

*Performance meets the criteria*

*Noteworthy evidence and observation demonstrates the board's effective performance. The board has satisfactorily met the criteria and has shown an improvement in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.*



Reflections and Comments (required for 100% completion)

*The board completes an annual financial disclosure statement, filed with the Board Clerk which denotes any area of conflict. If conflict exists members must abstain from voting on any resolution where there may be personal interest.*

*Cynthia Elliott, Board Vice President - 8/9/2021, 10:07:50 PM*

- Cynthia Elliott

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*We generally seem to have this understanding following our disclosure forms and PD.*

- Amy Maloy

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*have always been open and honest in this area. If there was anything questionable, legal was consulted.*

- Mr. Ricardo Adams

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*we have mechanisms in place to ensure that conflicts of interest which should result in votes of abstention are resolved. We utilize the Ethics Committee where appropriate*

- Willa Powell

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*The board is highly effective in this area.*

*William G Clark, Board Member - 8/19/2021, 2:06:35 PM*

- William G Clark

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*I have not observed (nor has any such behavior been brought to my attention) where a BOE member has violated conflict of interest rules or laws. BOE members regularly abstain from votes where there is a conflict.*

- Van Henri White

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5.E

## **The board has adopted and annually reaffirms its code of ethics.**

**Effective** 

Performance meets the criteria

Noteworthy evidence and observation demonstrates the board's effective performance. The board has satisfactorily met the criteria and has shown an improvement in board operations and relations with the superintendent, staff and community. The board should cite specific data or evidence that supports this rating.



Reflections and Comments (required for 100% completion)

The board has adopted and reaffirms annually its code of ethics. We must make sure we are referring to the code of ethics frequently to ensure compliance.

Cynthia Elliott, Board Vice President - 8/9/2021, 10:09:04 PM

- Cynthia Elliott

Not everyone has signed our code of conduct.

- Amy Maloy

we are on the edge of developing.

- Mr. Ricardo Adams

affirm through policy review and through individual affirmation

- Willa Powell

While we adopt and annually confirm our code of ethics, we sometime don't abide by our code.

William G Clark, Board Member - 8/19/2021, 2:08:16 PM

- William G Clark

We not only annually review it but we have refined it by creating our own standards of conduct/behavior. Every BOE member (with the exception of Commissioner Lebron) signed this document. Occasionally, just as a reminder, I will, as BOE President, read portions of the Standards of Conduct during public meetings.

- Van Henri White



Overall Evaluation

<b>Standard 1 Vision, Leadership &amp; Accountability</b>	Ineffective	Developing	<b>Effective</b>	Highly Effective
<b>Standard 2 Board Governance &amp; Policy</b>	Ineffective	Developing	<b>Effective</b>	Highly Effective
<b>Standard 3 Communication &amp; Community</b>	Ineffective	Developing	<b>Effective</b>	Highly Effective



<b>Relations</b>				
<b>Standard 4 Fiscal Resources, Staff Recruitment &amp; Environment</b>	Ineffective	Developing	<b>Effective</b>	Highly Effective
<b>Standard 5 Ethical Leadership</b>	Ineffective	Developing	<b>Effective</b>	Highly Effective
<b>Overall Rating</b>	Ineffective	Developing	<b>Effective</b>	Highly Effective



### Comments by the Individual Board Members (Private)

*Looking forward to the day that this board would be considered highly functioning.*

*Cynthia Elliott, Board Vice President - 8/9/2021, 10:10:02 PM*

- Cynthia Elliott

*We are continuing to exhibit improvement, which is hopeful. E Pluribus Unum.*

*Amy Maloy, Board Member - 8/9/2021, 9:54:33 PM*

- Amy Maloy

*I feel that we have a tremendous amount of talent on this board and we are fortunate to have the level of commitment, and dedication to student achievement. If we learn to work together we can achieve great things moving forward.*

*William G Clark, Board Member - 8/19/2021, 2:09:11 PM*

- William G Clark

*Van Henri White, Board President - 8/17/2021, 4:19:52 PM*

- Van Henri White