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To: PENN

Re Questions to Candidates

- 1) Potential Conflicts: Are you or any member of your household members of the local teacher's union or any teacher's union in the State of New Jersey? If so, please advise how this may impact your position as a board member. Also, please state whether you have a familial relationship with anyone working for the Nutley school district.

Response – Neither I nor any of my household members are members of the NEA or any other teacher's union in the State of New Jersey. Likewise, I have no familial relationship with anyone working in the district. I have **no conflicts** and can vote on any matter as well as evaluate the Superintendent.

- 2) Adherence to Code of Ethics: The New Jersey School Ethics Act (N.J.S.A. 18A:12-23) requires board of education members to adhere to a Code of Ethics. Please see "NJ School Ethics" link on this website. Please confirm that you have reviewed the Code of Ethics and indicate whether you are confident that you can fulfill the stated ethical requirements. Also, please explain why you think this act is important.

Response – I have reviewed the Code of Ethics and am confident that I can fulfill the ethical requirements. The Code is import since it clearly states the parameters in which an individual Board member's authority rests. Too often, Board members want to get involved in operating decisions that are the sole responsibility of the Superintendent. The Code provides a means of policing Board member actions.

- 3) Planning for the School District's Future: What do you foresee as the biggest challenges facing the school district in the next year? During the next five years?

Response – The biggest challenge facing the School District in the coming year, as well as the foreseeable future, is to ensure that the curriculum is kept up the standards necessary to provide a top rated academic program in Nutley. There are number parts to this challenge. First, the curriculum must be dynamic and not allowed to become, in whole or in part, outdated as has happened as evidenced by the QSAC report. Second, recourses must be provided to implement the curriculum. Expenditures must be prioritized. External sources of funding must be sought. Third, training must be given to the staff to implement changes. Fourth, technology must be more fully integrated into the education process both in providing

instruction to the students and in administering educational programs. Finally, we must not lose sight of providing a well-rounded education to the students, including socialization skills

- 4) Role of Board Members: Please provide some ideas as to how members of the Board of Education should interact with members of the administration, teachers and teachers union in order to maximize the effectiveness of the educational system in Nutley.

Response – Keeping in mind that the role of a Board member is centered on shaping policy, fiduciary responsibilities and evaluation of the superintendent, members can best serve the District through a cooperative effort with each of these parties as well as members of the community. While the Board must act as a whole, I believe there is great value in having subcommittees, consisting not only of board members but also the other stakeholders, to explore new ideas, new sources of funding, and optimizing the use of existing resources. Specifically, I would reinstate the Academic, Personnel, and Technology committees. These committees would exist not to undermine the role of the full Board, but to augment it.

- 5) Role of BOE: Describe what you feel are the attributes of a successful board of education and how you can, as a potential board member, contribute to the Board of Education's future success.

Response – A successful Board of Education is one which recognizes its role as a policy making body and not as administrators. The Board should do every thing in its power to help and support the Superintendent, the CEO of the District, fulfill his responsibilities and advance the District. The Board has a responsibility for finding the resources the superintendent needs to implement his agenda. The Board should be comprised of individuals with diversified backgrounds in order to best support the Superintendent. Having served as a financial vice president for a major insurance company, I bring to the Board a skill set that will help it analyze its operational costs and to prioritize its needs.

- 6) Educational Standards/Curriculum/Test Scores: Please state your position on the current educational standards in Nutley. In responding to this question, please advise whether the existing curriculum sufficiently addresses any shortcomings noted by recent test scores and other data regarding the school system. If there are any changes you would recommend to the curriculum or any school policy, which would improve the educational standards of the district, please discuss. Please describe the role of the board in addressing any concerns that it may have with test scores. Finally, state whether the impact of recent test scores have a positive or negative effect on the administration, teachers and/or students.

Response – If you don't measure it, you can't manage it. This is an insightful statement in which I fully believe. It is important the Board reviews test scores on a routine basis and with an in-depth analysis on the data. I believe that the recent test scores are having an impact, as they should, on the revision to the curriculum that is currently underway. It is important that the Board's policy is to insure that the curriculum is constantly being reviewed and updated as necessary to meet the ever-changing needs of the student population. I think that the recent test scores are having a positive effect on the administration and teachers as evidenced by the top down review of the curriculum currently underway.

- 7) Interest in Public Service: Please state why do you want to serve on the Nutley Board of Education and how, as one voice of nine, you feel that you can bring measurable change to the board?

Response – I place great importance on the impact the Nutley School system has on both the development of our students in preparing them for life and the quality of life in the Township. The leadership that the Board provides to the District can significantly influence this outcome. I believe that as a member of the Board, I would be a voice of reason, help focus the Board on the educational challenges facing the district and contribute as a problem solver.

- 8) Candidates' Priorities: As a new board trustee what is the first thing you would work to change/improve within the school system?

Response – As a re-elected trustee, I would work to initiate a prioritization process in the district in order to maximize the resources available to the district and, in conjunction with the staff, to more fully incorporate technology into the educational system.

- 9) Qualifications of Candidates: What personal experiences will contribute to your qualification as a Board of Education member.

Response – My qualifications that will enable me to contribute as a Board member include both business experience and community service. In business, I led multiple teams charged with the task of significantly improving the way the company did business. I learned the difference between data and information and how to get and use the latter. I was the CFO of a major business unit that included the entire IT organization for company. My community service included leadership positions in such organizations as the Family Service Bureau and Nutley Adult School. Each of my experiences strengthened my ability to work with others to get the job at hand done, to understand the importance of following a process to accomplish a task, to analyze and turn data into information and to develop project management skills. I believe that each of these abilities will enable me to contribute as a Board member.