



**The Delegate Assembly:**

# **The Foundation of the New Jersey School Boards Association**



**Final Report:**

**The NJSBA Delegate Assembly Task Force**

---

**July 23, 2026**



## The Delegate Assembly:

## The Foundation of the New Jersey School Boards Association



## Final Report:

## The NJSBA Delegate Assembly Task Force

July 23, 2026



© 2026 New Jersey School Boards Association  
413 West State Street. Trenton, New Jersey 08618

All rights reserved.

No part of this document may be reproduced in any form or by any means  
without permission in writing from NJSBA.

## TABLE OF CONTENTS

|                                                                                                                          |    |
|--------------------------------------------------------------------------------------------------------------------------|----|
| <b>The NJSBA Delegate Assembly Task Force</b> .....                                                                      | 1  |
| <i>Charge, Membership</i>                                                                                                |    |
| <b>Introduction/Letter of Transmittal</b> .....                                                                          | 2  |
| <i>Study/Review Process</i>                                                                                              |    |
| <b>Executive Summary</b> .....                                                                                           | 3  |
| – <i>List of 22 Recommendations</i> .....                                                                                | 5  |
| – <i>“One or Two Delegate Assemblies per Year?”</i> .....                                                                | 7  |
| <b>22 Proposals to Improve the Delegate Assembly</b> .....                                                               | 8  |
| <i>Questions that guided the Task Force’s deliberations and the factors considered in developing each recommendation</i> |    |
| – <i>Timelines &amp; Process</i> .....                                                                                   | 8  |
| – <i>Clarity &amp; Final Product</i> .....                                                                               | 9  |
| – <i>Resolutions Subcommittee: Membership &amp; Training</i> .....                                                       | 11 |
| – <i>Volume &amp; Equity</i> .....                                                                                       | 12 |
| – <i>The Parliamentarian &amp; the Vice President for Legislation/Resolutions</i> ....                                   | 14 |
| – <i>Meeting Efficiency &amp; Decorum</i> .....                                                                          | 15 |
| – <i>Delegate Preparation</i> .....                                                                                      | 17 |
| – <i>Transition to One Full-Day Delegate Assembly</i> .....                                                              | 18 |
| <br><u>Appendices</u>                                                                                                    |    |
| <b>Member Survey on Moving to a Single Annual Delegate Assembly</b>                                                      |    |
| A. Survey Cover Letter.....                                                                                              | 24 |
| B. Survey Instrument.....                                                                                                | 25 |
| C. Survey Results .....                                                                                                  | 26 |
| <br><u>Charts</u>                                                                                                        |    |
| Resolutions Submitted to NJSBA, 2022-2023 through 2025-2026 .....                                                        | 13 |
| Results of Member Survey.....                                                                                            | 19 |
| Number of School Boards Association Delegate Assemblies<br>and Legislative Calendars in the 21 Most Populous States..... | 22 |
| NJSBA Delegate Assembly Attendance, November 2022 through November 2025.....                                             | 22 |



## **NJSBA Delegate Assembly Task Force 2026**

### **Charge:**

**Analyze the structure and effectiveness of the Delegate Assembly, modernize and clarify its structure, purpose, and processes, ensure that it operates with maximum clarity, efficiency, governance and impact and is fully aligned with NJSBA's Bylaws and strategic priorities.**

### **Membership:**

#### **Task Force Chair**

**Karen Cortellino, M.D.**, NJSBA Immediate Past President, Montville Township BOE

#### **Subcommittee 1** (Resolutions Submission and the Resolutions Subcommittee)

**Pamela Thomas**, Lopatcong BOE, Subcommittee chair

**Jacqueline McAlister**, Ocean City BOE

**Michael Sprague**, Norwood BOE

#### **Subcommittee 2** (Meeting Efficiency, Parliamentarian, Vice President for Legislation/Resolutions)

**Richard Casey**, Ocean Gate BOE, Subcommittee chair

**Charles Caraballo**, NJSBA Vice President for Legislation/Resolutions, Bloomingdale BOE

**Dr. Tom Connors**, NJSBA Vice President for Finance, Piscataway BOE

#### **Subcommittee 3** (Participants, Scheduling and Financial Impact)

**Jessica DeCicco**, Washington Township BOE, Morris County, Subcommittee chair

**Ruth Hands**, Cumberland County Vocational BOE

**Diane Johnson**, Pennsauken BOE

### **NJSBA**

**Michael A. Jacobs**, NJSBA President, Ridgefield BOE

**Dr. Timothy Purnell**, Executive Director/CEO

**Carl Tanksley, Jr., Esq.**, General Counsel

### **Consultant**

**Frank Belluscio**, Retired Deputy Executive Director/Director of Communications, NJSBA





**TO:** Michael A. Jacobs, President  
Dr. Timothy Purnell, Executive Director

**FROM:** Karen Cortellino, M.D., Immediate Past President  
Chair, NJSBA Delegate Assembly Task Force

**SUBJECT:** Final Report of the NJSBA Delegate Assembly Task Force

**DATE:** July 23, 2026

I am pleased to present the Final Report of the NJSBA Delegate Assembly Task Force. The document's title, "The Foundation of the New Jersey School Boards Association," reflects the importance of the Delegate Assembly, both to the governance of the Association and to the work of our state's local boards of education.

The Task Force recommends 22 initiatives to improve the meeting structure, the resolutions review and submission process and the preparation of delegates, among other areas. The overarching goal is to enhance efficiency, maintain high-quality research and staff support, and preserve our members' ability to submit proposals to the Delegate Assembly.

***Study/Review Process*** The Task Force met in person with President Jacobs and Dr. Purnell on March 27 to receive its charge and review the topics to be addressed. In April, three Task Force subcommittees conducted remote meetings to consider guiding questions and other materials developed by the Executive Director and President. The subcommittees' areas of focus were as follows:

- Resolutions Submissions and the Resolutions Subcommittee (Subcommittee 1).
- Meeting Efficiency, including the Roles of the Parliamentarian and the Vice President for Legislation/Resolutions. (Subcommittee 2).
- Participants, Scheduling and Financial Impact. (Subcommittee 3).

I commend the subcommittee chairs for their leadership during these discussions.

The entire Task Force convened remotely on April 27 to review the subcommittees' reports and finalize its recommendations. An unresolved issue involves a proposal to switch from two half-day Delegate Assemblies per year to a single full-day session. On such a critical matter, the Task Force found it advisable to obtain input from the general membership. Therefore, it issued a survey to all school board members on April 30, with responses due by May 22. The results will guide the Association's future consideration of the matter.

I thank the Task Force members for their dedication to this project and the Association's mission. Their viewpoints as local school leaders were essential in identifying ways to improve the functioning of our Association's major governing body.

## Executive Summary

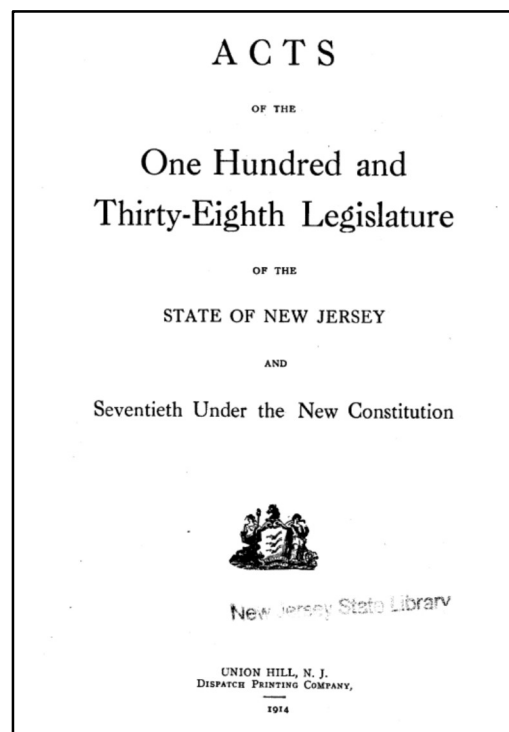
No organization represents the beliefs of our state's local boards of education more than the New Jersey School Boards Association. And no other body plays as large a role in setting the policies that uphold NJSBA's principles than the Delegate Assembly.

The Delegate Assembly's importance is reflected in NJSBA's founding document: The 1914 legislation that established the organization as an advocate for public education and called for each local school board to select one of its members as a delegate to the Association.<sup>1</sup>

Today, the NJSBA Delegate Assembly stands out for the quality and depth of research provided to voting delegates. It enables every local school board to propose changes and additions to the Association's Policies and Positions on Public Education and its Bylaws. In effect, the Delegate Assembly gives each local school district an equal voice in determining the direction of NJSBA.

The work of the Delegate Assembly extends beyond the "four walls" of NJSBA. It has significant impact on state and federal education policy, decisions by the courts, and the public-school classroom.

**Task Force Study** To maintain these high standards, encourage member participation in the Delegate Assembly and enhance the efficiency of meetings, NJSBA undertook a study in the spring of 2026. A Task Force, appointed by President Michael A. Jacobs, explored various initiatives and changes in process and procedure to meet these goals.



The [1914 statute](#) that created NJSBA also called for each local school board to [appoint a delegate](#) to the Association.

Scan this code to view a 2025 video about the NJSBA Delegate Assembly, its purpose, and its impact on New Jersey's public schools.



<sup>1</sup> *Laws of 1914*, Chapter 129. *Acts of the One Hundred and Thirty-Eighth Legislature of the State of New Jersey*. Union Hill, NJ: Dispatch Printing Company, 1914, pp. 223-224. <https://dspace.njstatelib.org/items/b586bb92-0638-4b45-90a0-ebf9dda1bb29>.

The project focused on the following areas:

- Preparation and training of delegates.
- The roles of the Parliamentarian and the Vice President for Legislation and Resolutions, who chairs the meeting.
- Presentation of information to the voting delegates.
- Meeting efficiency and decorum.
- Resolution submission timelines, development and format.
- The maximum number of resolutions an individual school board should be able to submit to a single Delegate Assembly.
- The role of the Resolutions Subcommittee, which reviews proposals submitted to the Delegate Assembly and sets the meeting agenda, and the preparation and training of the Subcommittee's member.
- Communicating the impact of delegate action on legislation, regulation and other government education policy.
- Financial factors.

Throughout its deliberations, the Task Force relied on a series of guiding questions developed by Dr. Timothy Purnell, executive director, in consultation with President Michael A. Jacobs and Dr. Karen Cortellino, immediate past president, who chaired the study group.

**22 Points of Consensus** In all, the Task Force reached consensus on 22 initiatives to promote efficient conduct of the meetings, improve the resolution development and submission process, and maintain high-quality research and staff support.

The recommendations, which begin on the next page, will be considered by the Association's Board of Directors. Implementation may involve (1) Bylaws amendments, which must receive final approval by a two-thirds majority of the Delegate Assembly; (2) Governance and Operations policies, and (3) action by the NJSBA administration and staff.



## **NJSBA Delegate Assembly Task Force Recommendations**

For additional context: See “22 Proposals to Improve the Delegate Assembly,” starting on page 8. The section provides information about the Task Force’s deliberations, including the factors considered in developing each recommendation.

1. Establish earlier deadline(s) for submission of resolutions, allowing sufficient time for staff and Resolutions Subcommittee research, analysis and preparation.
2. Require local school boards to identify a contact person, in addition to the school business administrator, who can respond immediately to inquiries from NJSBA about a submitted resolution.
3. Develop an online user-friendly template that would enable local school boards to more easily submit resolutions consistent with the NJSBA format.
4. Offer additional training/information on the resolution-development process to all members. Possible forums include Workshop, Governance IV training, and fall county school boards association meetings. Approaches could include sessions at which local school board and county association representatives meet with NJSBA staff to obtain guidance on writing the proposals and beginning the submission process.
5. Actively encourage school boards considering resolution submission to contact NJSBA (e.g., the Legal, Labor Relations and Policy department or their field service representative) for guidance.
6. Amend the Bylaws to make it clear that a school board may withdraw a resolution at any time prior to the issuance of the Resolutions Subcommittee report.
7. Rearrange the Delegate Assembly Handbook resolution background write-ups, so that delegates see information in the following order: (1) the motion to be voted on; (2) a sentence indicating if the Resolutions Subcommittee supports the motion; (3) the statement of reasons; (4) research, and (5) discussion.
8. Group proposals supported by the Resolutions Subcommittee together so they appear first on the agenda.
9. To the extent possible, ensure that multiple resolutions submitted by the same school board do not follow one other on the agenda.

10. To the extent possible, group resolutions according to topic.
11. Conduct an orientation for the Resolutions Subcommittee members upon initial appointment, with refresher training upon reappointment.
12. Establish a tiered resolutions submission process, with three separate deadlines for submitting proposals. Under this structure, a district could submit one resolution by each of the deadlines, for a total of three per Delegate Assembly. (Boards that want to exceed the three-resolution limit would be encouraged to seek sponsorship of the additional proposal through collaboration with other districts or their county school boards association.)
13. Encourage district collaboration on the submission of resolutions.
14. During the Delegate Assembly, position the Parliamentarian at a podium close to the Vice-President for Legislation/Resolutions, establishing a stronger presence and enabling the presiding officer to receive guidance quickly and effectively.
15. Provide the Vice President for Legislation and Resolutions with advanced training in parliamentary procedure and the management of large meetings, such as the Delegate Assembly. Ideally, the training should be provided by the Association's Parliamentarian.
16. Position all staff involved in the amendment process at a single station, close to the presiding officer and Parliamentarian.
17. Refine the resolution amendment process.
  - Ensure clarity in the sequence of motions to be considered when multiple amendments are proposed. Assign the delegate/district name and a number to each written amendment. Provide the delegate with a copy of the numbered amendment.
  - During the voting process, make it clear to the delegates that they are either acting on an amendment, on the main motion as amended, or on the main motion as initially proposed.
18. Consider other changes in the layout of the meeting room, such as reserving one microphone for delegates to use when making motions to amend.
19. Strongly reinforce the principle that all motions and questions must be addressed through the chair. Deliver that message during introductory remarks by the presiding officer and Parliamentarian and in advance meeting material.



20. Communicate the impact of delegate action (e.g., resolutions, committee recommendations) on legislation, regulation and other public policy. The information could be presented at the Delegate Assembly and/or other venues, such as county school boards association meetings.
21. Require online training for delegates and alternates. The training would address the Delegate Assembly's role in the NJSBA governance structure, as well as debate and voting procedures and the resolution-development process.
22. Transition to one fully-day Delegate Assembly.

### **One or Two Delegate Assemblies per Year?**

One of the most significant questions before the Delegate Assembly/Resolution Subcommittee Taskforce was whether the Association should continue with **two half-day Delegate Assembly meetings** or transition to **one full-day Delegate Assembly**.

From the outset, the Taskforce recognized that this issue was fundamentally different from the other procedural questions under consideration. Because the decision would directly affect every member of the Association, the Taskforce concluded that **13 individuals should not make this decision on behalf of the entire membership**.

Accordingly, the Taskforce intentionally deferred this question to the general membership by conducting a one-question survey asking members whether they preferred two half-day Delegate Assembly meetings or one full-day meeting.

A total of **254 members** responded. The results showed that a **plurality of respondents supported transitioning to one full-day Delegate Assembly**.

By choosing to submit the question to the membership, the Taskforce effectively delegated the decision to the members themselves. Once that occurred, the membership's response became the governing direction for the Taskforce. The Taskforce was no longer deciding the issue—it had asked the membership to decide it.



## 22 Proposals to Improve the Delegate Assembly

---

### TIMELINE & PROCESS

#### Guiding Questions:

- *Is our current resolution submission timeline optimal for thoughtful review and processing?*
- *Would encouraging earlier submissions improve analysis quality and preparation time?*
- *Should priority consideration be given to districts that submit earlier? If publicized, would that incentivize earlier participation?*

#### **1. Establish earlier deadline(s) for submission of resolutions, allowing sufficient time for staff and Resolutions Subcommittee research, analysis and preparation.**

#### Key Factors

- The current timeline for resolution submission and review is as follows:
  - Submission deadline – 65 calendar days prior to the Delegate Assembly (Bylaws, Article V, Section 7)
  - Resolutions Subcommittee meeting – approximately 40 calendar days after the submission deadline, i.e., 30 to 35 calendar days prior to the Delegate Assembly (not regulated by Bylaws)
  - Resolutions Subcommittee report to the membership – 21 days prior to the Delegate Assembly (Bylaws Article V, Section 3)
- Typically, resolutions are received close to the deadline for submission, i.e., approximately five-and-a-half weeks prior to the Resolutions Subcommittee meeting.
- Upon receipt, resolutions are assigned to staff for initial review and research.
- Research and writing of background reports takes up to three days or longer, depending on the complexity of the issue. Drafts are then subject to further staff review prior to submission to the Resolutions Subcommittee.
- NJSBA's resolutions research is far more extensive than that provided by the vast majority of associations and constitutes a valuable service to the members.
- When the Association receives a large number of submissions, it strains staff resources. The situation is exacerbated prior to the fall Delegate Assembly due to conflicts with Workshop preparation.
- Currently, four to six staff members are available for research and background write-ups. These tasks come in addition to their ongoing responsibilities.

- 2. Require local school boards to identify a contact person, in addition to the school business administrator, who can respond immediately to inquiries from NJSBA about a submitted resolution.**

Key Factor:

- Currently, a major delay can involve outreach to the sponsoring school district for clarification, formatting, or changes in language. The usual district contact is the school business administrator, whose office submits the resolution, but who is often unable to immediately respond to inquiries.

Related Bylaws/Policy (Proposals 1 and 2)

- Bylaws Article V, Section 3 ([GO/9203](#)), sets the requirements for the Resolutions Subcommittee (RSC) Report to the membership. (In December 2024, the Delegate Assembly approved an amendment to this section, requiring the RSC to submit its report to the membership at least 21 days prior to the Delegate Assembly.)
- Bylaws Article V, Section 5 ([GO/9205](#)), “Duties and Authority of the Resolutions Subcommittee.”
- Bylaws Article V, Section 7 ([GO/9207](#)), establishes procedures for development and submission of resolutions, including timing and format.

---

## **CLARITY & FINAL PRODUCT**

Guiding Questions:

- *The Resolutions Subcommittee ensures that proposals conform to NJSBA Bylaws, but are we doing enough to simplify and clarify the final language presented to the Delegate Assembly?*
- *Should resolutions be rewritten for clarity when necessary?*
- *How do we avoid situations where delegates must “vote no to say yes” due to confusing construction?*
- *Is there a clearer format that improves understanding and debate?*

### **Prior to Delegate Assembly**

- 3. Develop an online user-friendly template that would enable local school boards to more easily submit proposals consistent with the NJSBA resolution format.**
- 4. Offer additional training/information on the resolution-development process to all members. Possible forums include Workshop, Governance IV training, and fall county school boards association meetings. Approaches could include sessions at which local school board and county association representatives meet**

with NJSBA staff to obtain guidance on writing the proposals and beginning the submission process.

5. **Actively encourage school boards considering resolution submission to contact NJSBA (e.g., the Legal, Labor Relations and Policy department or their field service representative) for guidance.**
6. **Amend the Bylaws to make it clear that a school board may withdraw a resolution at any time prior to the issuance of the Resolutions Subcommittee report.**

Key Factors:

- NJSBA provides [extensive information](#) about the Delegate Assembly and resolution development on its website and through [notices to local school boards](#). This includes proper resolution format, as well as a sample resolution. However, a template that would enable districts to enter information via electronic fields would benefit local school boards and expedite review by staff and the Resolutions Subcommittee.
- Training/programming focusing on the resolutions process could increase local school boards' interest in the Delegate Assembly.
- Giving a school board more time to withdraw a proposal would avoid situations in which a resolution that the board no longer wishes to move appears on the Delegate Assembly agenda and results in procedural delays.

**During the Delegate Assembly**

7. **Rearrange the Delegate Assembly Handbook resolution background write-ups so that delegates see information in the following order: (1) the motion to be voted on; (2) a sentence indicating if the Resolutions Subcommittee supports the motion; (3) the statement of reasons; (4) research; and (5) discussion.**
8. **Group proposals supported by the Resolutions Subcommittee together so they appear first on the agenda.**
9. **To the extent possible, ensure that multiple resolutions submitted by the same school district do not follow one other on the agenda.**
10. **To the extent possible, group resolutions according to topic.**

Key Factors:

- "Vote no to say yes" situations can arise from confusion over which motion the delegates are voting on—the Resolution Subcommittee's recommendation or the board's original proposal.
- Currently, the Resolution Subcommittee's recommended action and/or recommended resolved clause, which is most often moved by the sponsoring board, appears at the



conclusion of the report. Presenting that critical information at the beginning of the write-up could help avoid confusion.

- Concentration on multiple resolutions from the same district may discourage delegates' interest during the proceedings.
- Thoughtful placement of resolutions on the agenda could facilitate the flow of the meeting.

#### Related Bylaws/Policy (Proposals 4 through 11)

- Bylaws Article V, Section 7 ([GO/9207](#)), establishes procedures for development and submission of resolutions, including timing and format.
- Bylaws Article V, Section 2 ([GO/9202](#)), designates the sources of resolutions (e.g., local boards of education) and sets parameters for submission.
- Bylaws Article V, Section 3 ([GO/9203](#)), establishes the content of the Resolutions Subcommittee report.
- Bylaws Article V, Section 5 ([GO 9205](#)), lists the "Duties and Authority of the Resolutions Subcommittee," including preparation of the Delegate Assembly agenda and instances in which it could amend submissions or remove items from the agenda.

---

### **RESOLUTIONS SUBCOMMITTEE:** **MEMBERSHIP & TRAINING**

#### Guiding Questions:

*Is the current composition of the Resolution Subcommittee appropriate in size and representation?*

*Do we provide sufficient training to RSC members regarding bylaws, legislative alignment, and drafting clarity?*

*Should there be formal onboarding or annual refresher training for RSC members?*

#### **11. Conduct an orientation for Resolution Subcommittee members upon initial appointment, with refresher training upon reappointment**

#### Key Factors:

- A formal orientation would help new subcommittee members fulfill their responsibilities and would facilitate the resolution review process.
- Under current Bylaws, the NJSBA President appoints the Resolutions Subcommittee from among members of the Legislative Committee each year. The Subcommittee consists of 16 members—four from each of four geographical areas—plus the Vice President for Legislation and Resolutions, who serves as chair. The appointment process results in a diverse RSC membership, which benefits the resolutions review process.
- The Task Force discussed extending RSC members' terms of service from one year to two years. Longer service could enhance members' familiarity and comfort with resolutions

review and expedite the process. However, that goal could be accomplished through annual reappointment as provided by current Bylaws and through formal training.

Related Bylaws/Policy (Proposal 12)

- Bylaws Article X, Section 5 ([GO/9455](#)), addresses the appointment process and terms of service for members of the Resolutions Subcommittee.
- Bylaws Article X, Section 2 ([GO/9452](#)) establishes the appointment process and terms for members of the Legislative Committee.

---

**VOLUME & EQUITY**

Guiding Questions:

*Should there be a limit on the number of resolutions a single district may submit?*

*How do we balance access for all districts while maintaining quality and manageability?*

*Costs associated with each resolution?*

- 12. Establish a tiered resolutions submission process, with three separate deadlines for submitting proposals. Under this structure, a district could submit one resolution by each of the deadlines, for a total of three per Delegate Assembly. (Boards that want to exceed the three-resolution limit would be encouraged to seek sponsorship of the additional proposal through collaboration with other districts or their county school boards association.)**
- 13. Encourage district collaboration on the submission of resolutions.**

Key Factors:

- Controlling the number and flow of incoming resolutions would maintain high quality research and review without straining staff resources. It would also encourage boards that plan to propose multiple resolutions to prioritize their submissions.
- Over the past four fiscal years, there have been only five instances of a district submitting more than three resolutions to a single Delegate Assembly. (*See chart, page 13.*) Submission of four or more resolutions by a single district is an anomaly.
- Enabling districts to submit up to three resolutions per Delegate Assembly would maintain members' access to the governance structure.
- Existing Bylaws that provide for emergency resolutions (Article V, Section 7) and special meetings of the Delegate Assembly (Article IV, Section 6) would address urgent and time-sensitive matters.
- Collaboration at the county level would enable groups of districts to submit a single resolution that reflects their shared concerns.

**The Delegate Assembly: The Foundation of the New Jersey School Boards Association**  
Final Report of the NJSBA Delegate Assembly Task Force/July 23, 2026

| Resolutions Submitted to NJSBA Delegate Assembly<br>2022-2023 through 2025-2026                                                         |               |                             |                                            |                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------------------|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Since November 2022, there have been five instances of a district submitting more than three resolutions to a single Delegate Assembly. |               |                             |                                            |                                                                                                                                                                                                                                                                          |
| Fiscal Year                                                                                                                             | Meeting Date  | Total Resolutions Submitted | Number of Districts Submitting Resolutions | Sponsoring District(s)                                                                                                                                                                                                                                                   |
| 2022-2023                                                                                                                               | November 2022 | 1                           | 1                                          | <ul style="list-style-type: none"> <li>Dover – 1</li> </ul>                                                                                                                                                                                                              |
|                                                                                                                                         | May 2023      | 10                          | 6                                          | <ul style="list-style-type: none"> <li>Orange – 1</li> <li>Plainfield – 4</li> <li>Toms River Reg. and South Brunswick – 1</li> <li>Toms River Reg. – 2</li> <li>Hunterdon Central Reg. – 1</li> <li>Union Co. Vo-Tech – 1</li> </ul>                                    |
| 2023-2024                                                                                                                               | December 2023 | 26                          | 5                                          | <ul style="list-style-type: none"> <li>Plainfield – 22</li> <li>Essex Co. SBA – 1</li> <li>Franklin Twp. (Warren) – 1</li> <li>Union Co. Vo-Tech – 1</li> <li>Monroe Twp. (Middlesex) – 1</li> </ul>                                                                     |
|                                                                                                                                         | May 2024      | 15                          | 6                                          | <ul style="list-style-type: none"> <li>Clinton Twp. – 1</li> <li>Denville – 2</li> <li>Plainfield – 5</li> <li>Toms River Reg. – 5</li> <li>Warren Hills Reg. – 1</li> <li>Wharton – 1</li> </ul>                                                                        |
| 2024-2025                                                                                                                               | December 2024 | 19                          | 8                                          | <ul style="list-style-type: none"> <li>Lopatcong – 3</li> <li>Kittatinny – 1</li> <li>Verona – 1</li> <li>South Orange-Maplewood – 1</li> <li>Toms River Reg. – 3</li> <li>Plainfield – 8</li> <li>Monroe Twp. (Middlesex) – 1</li> <li>Warren Hills Reg. – 1</li> </ul> |
|                                                                                                                                         | May 2025      | 7                           | 6                                          | <ul style="list-style-type: none"> <li>Woodbury – 1</li> <li>Franklin Twp. (Warren) – 1</li> <li>Delaware Valley Reg. – 1</li> <li>Kittatinny Reg. – 1</li> <li>Clifton – 2</li> <li>South Orange-Maplewood – 1</li> </ul>                                               |
| 2025-2026                                                                                                                               | November 2025 | 5                           | 3                                          | <ul style="list-style-type: none"> <li>Delran – 2</li> <li>Clifton – 2</li> <li>Bridgewater-Raritan Reg. – 1</li> </ul>                                                                                                                                                  |
|                                                                                                                                         | May 2026      | 7                           | 7                                          | <ul style="list-style-type: none"> <li>South Orange-Maplewood – 1</li> <li>Essex Co. SBA – 1</li> <li>Cliffside Park – 1</li> <li>Egg Harbor Twp. – 1</li> <li>West Milford – 1</li> <li>Glen Rock – 1</li> <li>Secaucus – 1</li> </ul>                                  |



Related Bylaws/Policy (Proposals 12 and 13)

- Bylaws Article V, Section 2 ([GO/9202](#)), designates the sources of resolutions (e.g., local boards of education, county school boards associations) and sets parameters for submission.
- Bylaws Article V, Section 7 ([GO/9207](#)), establishes procedures for development and submission of resolutions, including timing and format.
- Bylaws Article V, Section 3 ([GO/9203](#)), sets the requirements for the Resolutions Subcommittee Report to the membership.

---

**THE PARLIAMENTARIAN &  
THE VICE PRESIDENT FOR LEGISLATION/RESOLUTIONS**

Guiding Questions

*Are we satisfied with the current level of involvement of the Parliamentarian?*

*Should the Parliamentarian be more visible or active during the meeting?*

*Would having the Parliamentarian formally run sections of the meeting improve decorum and procedural clarity?*

- 14. During the Delegate Assembly, position the Parliamentarian at a podium close to the Vice-President for Legislation/Resolutions, establishing a stronger presence and enabling the presiding officer to receive guidance quickly and effectively.**

Key Factors

- Strong guidance from the Parliamentarian is critical to avoid confusion among delegates and ensure the orderly conduct of the meeting.
- The Vice President for Legislation/Resolutions already has the authority to delegate a matter to the Parliamentarian, making it unnecessary to have the Parliamentarian formally run sections of the meeting.
- The VP for Legislation/Resolutions would be able to collaborate with the Parliamentarian to address difficult situations while still presiding over the meeting.

Guiding Questions

*Does the VP of Legislation/Resolutions receive sufficient parliamentary or procedural training?*

*Should we formalize advanced parliamentary training for this leadership role?*

*Are the respective responsibilities between the Parliamentarian and VP of Legislation clearly defined?*

- 15. Provide the Vice President for Legislation and Resolutions with advanced training in parliamentary procedure and the management of large meetings, such as the Delegate Assembly. Ideally, the training should be provided by the Association's Parliamentarian**

Key Factors:

- Training would enhance the working relationship between the Vice President for Legislation/Resolutions and the Parliamentarian and enable them to better define their respective roles.
- Although having the Vice President for Legislation/Resolutions obtain formal certification in parliamentary procedure is possible, it is not necessary.
- NJSBA secures the services of the Parliamentarian through an annual contract. Having the Parliamentarian provide training would pose additional cost (approximately \$200 to \$300 per hour).
- The investment would increase meeting efficiency and further build member confidence in the Association's governance process.

---

## **MEETING EFFICIENCY & DECORUM**

Guiding Question:

*Are there procedural improvements that would reduce confusion, unnecessary motions, or delays?*

- 16. Position all staff involved in the amendment process at a single station, close to the presiding officer and Parliamentarian.**
- 17. Refine the resolution amendment process.**
- **Ensure clarity in the sequence of motions to be considered when multiple amendments are proposed. Assign the delegate/district name and a number to each written amendment. Provide the delegate with a copy of the numbered amendment.**
  - **During the voting process, make it clear to the delegates that they are either acting on an amendment, on the main motion as amended, or on the main motion as initially proposed.**
- 18. Consider other changes in the layout of the meeting room, such as reserving one microphone for delegates to use when making motions to amend.**

Key Factors:

- The current amendment process has been a major source of confusion among delegates, resulting in delays and disruption.
- Staff and officers involved in the amendment process are positioned in various locations in the meeting room, rather than a central location, exacerbating the problem.

Guiding Question:

- *What expectations for decorum should be clarified or reinforced?*
- 19. Strongly reinforce the principle that all motions and questions must be addressed through the chair. Deliver that message during introductory remarks by the presiding officer and Parliamentarian and in advance meeting material.**

Key Factors:

- Delegates' understanding of the need to present all proposals through the chair would enhance the efficiency of the meetings.
- Although objectionable behavior has not been a pressing problem, current guidelines allow for removal of a delegate or other attendee if necessary.

Guiding Question:

- *Should Governmental Relations be present at the DA as a fixture to report back on success/progress related to past resolutions?*
- 20. Communicate the impact of delegate action (e.g., resolutions, committee recommendations) on legislation, regulation and other public policy. The information could be presented at the Delegate Assembly and/or other venues, such as county school boards association meetings.**

Key Factors:

- Governmental Relations currently has strong involvement in the Delegate Assembly process through resolutions research and staff presence at the meetings. The Association's impact on law and regulation is cited in resolution write-ups, as well as in NJSBA publications.
- Further illustration of the link between delegates' action and progress in advocacy would help inform members of the importance of the Delegate Assembly and build confidence in the Association's governance process.

Related Policy (Proposals 14 through 20)

- [GO/8151](#), "Rules for the Conduct of the Delegate Assembly Meeting," addresses parliamentary procedure, the role of the chair, the amendment process and breach of order.

## DELEGATE PREPARATION

### Guiding Questions:

*Should every delegate and alternate be required to complete an online orientation explaining the following:*

- *The purpose of the Delegate Assembly*
- *The resolution process*
- *Voting procedures*
- *The distinction between the DA and the Board of Directors?*

*Would requiring training elevate the quality of discussion and reduce procedural confusion?*

- 21. Require online training for delegates and alternates. The training would address the Delegate Assembly's role in the NJSBA governance structure, as well as debate and voting procedures and the resolution-development process.**

### Key Factors:

- Coupled with a strong presence by the parliamentarian, such training could reduce procedural delays. It would be particularly helpful for first-time delegates. In addition, it could increase member engagement in the governance process.
- Topics addressed through the training should include the purpose of the Delegate Assembly; the resolutions process; the role of the Resolutions Subcommittee; voting procedures; the rules of debate, amendments and floor procedures, and the distinction between the Delegate Assembly and the Board of Directors.
- NJSBA includes extensive information on Delegate Assembly rules, procedures and meeting conduct through its website at [www.njsba.org/da](http://www.njsba.org/da) and notices to local boards of education. However, a special training module designed specifically for delegates and alternates could deliver the information more concisely and effectively.
- Several state school boards associations, including New York State and Pennsylvania offer training/information for delegates prior to their annual meetings. Both are designed to enable delegates to focus on the issues at hand and avoid conflict over procedural matters. They are well-received by their members.
  - New York State provides an optional question-and-answer session prior to its annual Delegate Assembly.
  - Pennsylvania produces a [six-minute video](#) focusing on rules and procedures.

### Bylaws/Policy (Proposal 21)

- NJSBA Bylaws, Article IV, Section 2 ([GO/9150](#)) governs the qualifications and selection of delegates.



## **22. Transition to one fully-day Delegate Assembly.**

One of the most significant questions before the Delegate Assembly/Resolution Subcommittee Taskforce was whether the Association should continue with two half-day Delegate Assembly meetings or transition to one full-day Delegate Assembly.

From the outset, the Taskforce recognized that this issue was fundamentally different from the other procedural questions under consideration. Because the decision would directly affect every member of the Association, the Taskforce concluded that 13 individuals should not make this decision on behalf of the entire membership.

Accordingly, the Taskforce intentionally deferred this question to the general membership by conducting a one-question survey asking members whether they preferred two half-day Delegate Assembly meetings or one full-day meeting.

A total of 254 members responded. The results showed that a plurality of respondents supported transitioning to one full-day Delegate Assembly.

By choosing to submit the question to the membership, the Taskforce effectively delegated the decision to the members themselves. Once that occurred, the membership's response became the governing direction for the Taskforce. The Taskforce was no longer deciding the issue—it had asked the membership to decide it.

*The Survey:* NJSBA issued a survey to all members on April 30, with responses due by May 22.

“The proposal is intended to strengthen the overall quality and effectiveness of Delegate Assembly meetings,” explained President Jacobs and Dr. Purnell in a memo accompanying the survey. They presented members with the benefits of such a change, including estimated annual cost savings of \$150,000 and more time for research and preparation. In addition, they cited potential drawbacks, such as reduced opportunity for relationship-building and collaboration.

The survey asked board members to select one of three responses:

- YES, I support one mandatory full-day DA with options for additional meetings.
- NO, I prefer keeping two mandatory half-day DA meetings a year.
- Undecided

It also offered board members the opportunity to provide a rationale for their answers.<sup>2</sup>

*The Results* Two hundred fifty-four board members responded to the survey. A plurality supported the change. Responses were received from all 21 counties.

|                                                                                        |            |              |
|----------------------------------------------------------------------------------------|------------|--------------|
| Board Members Responding                                                               | 254        |              |
| <b>YES</b> , I support one mandatory full-day DA with options for additional meetings. | <b>120</b> | <b>47.2%</b> |
| <b>NO</b> , I prefer keeping two mandatory half-day DA meetings a year.                | <b>107</b> | <b>42.1%</b> |
| <b>Undecided</b>                                                                       | <b>27</b>  | <b>10.6%</b> |

In their comments<sup>3</sup>, supporters of the change cited cost-savings and overall efficiency. Opponents indicated that the current two-meeting-per-year structure provides an important opportunity for sharing of common concerns and addressing issues in a timely manner. Both groups cited positive and negative factors related to the length and number of meetings.

A number of respondents made suggestions for improving the conduct of the Delegate Assembly and members' access to the meeting.

---

## FINANCIAL & OPERATIONAL CONSIDERATIONS

### Guiding Questions:

*Would moving to one annual meeting reduce travel reimbursement costs for local districts?*

*Would NJSBA realize venue and operational savings?*

*Would providing lunch during a full-day meeting improve attendance and experience?*

*How would a shift to one meeting impact resolution timing and legislative responsiveness?*

---

<sup>2</sup> The survey cover memo and survey instrument are at Appendices A and B, pages 24 and 25, respectively.

<sup>3</sup> Appendix C, page 26, provides survey results and respondents' comments sorted into the four regions of the state designated by NJSBA Bylaws Article X, Section 15 ([GO/9465](#)).

Key Factors:

- According to the NJSBA Executive Office, moving to a single full-day Delegate Assembly per year would result in up to \$150,000 in savings for the Association. The estimate takes into account not only the elimination of expenses for one of the current half-day meetings, but also additional costs, such as lunch, related to a full-day program.
- Statute (N.J.S.A. 18A:6-50) requires school boards to pay the necessary expenses incurred by their delegates. Conducting one full-day Delegate Assembly per year would reduce local school boards' reimbursement costs. It would also require delegates to submit only one request for reimbursement to their local board annually.
- Moving to a single Delegate Assembly annually would require changes in the timing of the resolution review and submission process.

Related Bylaws/Policy

- Bylaws Article V, Section 7 ([GO/9207](#)), governs procedures, including submission deadlines for Resolutions and Bylaws Amendments.
- Bylaws Article V, Section 9 ([GO/9203](#)), establishes processes to be followed by the Resolutions Subcommittee.

## **MEETING STRUCTURE**

Guiding Questions:

*Is holding two half-day meetings per year the most effective structure?*

*Does the November meeting—held immediately after Workshop—result in diminished engagement or quality?*

*Would one full-day, focused Delegate Assembly annually produce higher quality deliberation?*

Key Factors:

**Member Connection**

- Conducting one Delegate Assembly per year would result in a 12-month period between meetings. This would necessitate a contingency plan for consideration of resolutions that require action prior to the next annual meeting.
- Fewer meetings could limit opportunities for timely discussion, requiring delegate consideration of issues to be deferred for up to 12 months.
- A longer, full-day session may lead to meeting fatigue, which could impact engagement and participation.
- Less frequent in-person interaction may reduce opportunities for relationship-building and collaboration

**Delegate Action and Legislative Activity**

- For three recent NJSBA Delegate Assemblies (December 2024, May 2025 and November 2025), local school boards submitted a total of 31 resolutions. Of these, 13 were admitted to the agenda. Four of the 13 resolutions established additional or new policy language related to issues immediately before the state Legislature or the State Board of Education.
  - Kittatinny Regional, May 2025—State-excused absences for student activities related to the pursuit of skilled trades after graduation. ([FC 5113](#))
  - Lopatcong, December 2024—Publication of Open Public Meetings Act notices and related information in electronic media. ([FC 9321](#))
  - Kittatinny Regional, December 2024—State-excused absences for student activities related to military enlistment. ([FC 5113](#))
  - Verona, December 2024—Local school board inclusion in the consideration and development of Payment in Lieu of Taxes agreements and school board representation on municipal committees that negotiate PILOTs. ([FC 3210](#))
- Absent specific policy, the Association could rely on other sources for guidance in taking a position on proposed legislation or regulation. These include its general philosophy (for example, the belief in local governance of public education) and/or previous positions on related issues.
- Among the largest states, there is limited correlation between legislative calendars and the frequency of school boards association delegate meetings. (See chart below.)
- Current NJSBA Bylaws (Article IV, Section 6) provide a method for convening a special Delegate Assembly prior to the next regularly scheduled meeting. Additionally, the Bylaws (Article VI, Section 8) authorize the Board of Directors to adopt policies on educational issues between meetings of the delegates if necessary.

### **Practices of State School Boards Association Nationwide**

- Among the school boards associations of the 21 most populous states, as identified by the U.S. Census Bureau, four (California, Colorado, Missouri and New Jersey) conduct two delegate assemblies per year. All others, including those of the nearby states of New York, Pennsylvania, Massachusetts, Maryland and Virginia, conduct one meeting annually.
- Nine of the large states have year-round legislatures.
- Of the 21 most populous states, only California and New Jersey have both year-round legislatures and school boards associations whose delegates meet twice a year.



**The Delegate Assembly: The Foundation of the New Jersey School Boards Association**  
Final Report of the NJSBA Delegate Assembly Task Force/July 23, 2026

| <b>State</b>                                                                                                                                                                                                                                                                                                                                                                   | <b>SBA Delegate Assemblies per Year</b> | <b>Legislature: Year-Round Session *</b> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|------------------------------------------|
| California                                                                                                                                                                                                                                                                                                                                                                     | 2                                       | Yes                                      |
| Texas                                                                                                                                                                                                                                                                                                                                                                          | 1                                       | No                                       |
| Florida                                                                                                                                                                                                                                                                                                                                                                        | **                                      | No                                       |
| New York                                                                                                                                                                                                                                                                                                                                                                       | 1                                       | Yes                                      |
| Pennsylvania                                                                                                                                                                                                                                                                                                                                                                   | 1                                       | Yes                                      |
| Illinois                                                                                                                                                                                                                                                                                                                                                                       | 1                                       | Yes                                      |
| Ohio                                                                                                                                                                                                                                                                                                                                                                           | 1                                       | Yes                                      |
| Georgia                                                                                                                                                                                                                                                                                                                                                                        | 1                                       | No                                       |
| North Carolina                                                                                                                                                                                                                                                                                                                                                                 | 1                                       | No                                       |
| Michigan                                                                                                                                                                                                                                                                                                                                                                       | 1                                       | Yes                                      |
| New Jersey                                                                                                                                                                                                                                                                                                                                                                     | 2                                       | Yes                                      |
| Virginia                                                                                                                                                                                                                                                                                                                                                                       | 1                                       | No                                       |
| Washington State                                                                                                                                                                                                                                                                                                                                                               | 1                                       | No                                       |
| Arizona                                                                                                                                                                                                                                                                                                                                                                        | 1                                       | No                                       |
| Tennessee                                                                                                                                                                                                                                                                                                                                                                      | 1                                       | No                                       |
| Massachusetts                                                                                                                                                                                                                                                                                                                                                                  | 1                                       | Yes                                      |
| Indiana                                                                                                                                                                                                                                                                                                                                                                        | 1                                       | No                                       |
| Missouri                                                                                                                                                                                                                                                                                                                                                                       | 2                                       | No                                       |
| Maryland                                                                                                                                                                                                                                                                                                                                                                       | 1                                       | No                                       |
| Wisconsin                                                                                                                                                                                                                                                                                                                                                                      | 1                                       | Yes                                      |
| Colorado                                                                                                                                                                                                                                                                                                                                                                       | 2                                       | No                                       |
| <p>* The definition of “year-round legislature” varies by source. The legislatures of the states shaded in this chart are identified by Ballotpedia and/or the National Conference of State Legislatures as conducting business year-round.</p> <p>** The Florida SBA does not conduct a delegate assembly. All policy-making authority rests with its board of directors.</p> |                                         |                                          |

## Participation and Attendance

- In recent years, attendance at NJSBA’s May Delegate Assembly has been somewhat higher than that at the previous November/December meeting.

| <b>NJSBA Delegate Assembly (2022-2025)</b>                                                                   |                   |                |              |
|--------------------------------------------------------------------------------------------------------------|-------------------|----------------|--------------|
| <b>Meeting date</b>                                                                                          | <b>Attendance</b> |                |              |
|                                                                                                              | <b>In-Person*</b> | <b>Virtual</b> | <b>Total</b> |
| November 2025                                                                                                | 82                | 88             | 170          |
| May 2025                                                                                                     | 89                | 93             | 182          |
| December 2024                                                                                                |                   |                | 161**        |
| May 2024                                                                                                     |                   |                | 201          |
| December 2023                                                                                                |                   |                | 193          |
| May 2023                                                                                                     |                   |                | 182          |
| November 2022                                                                                                |                   |                | 154          |
| * In-person attendance is required for voting delegates.                                                     |                   |                |              |
| ** Information provided for 2022 through 2024 does not distinguish between in-person and virtual attendance. |                   |                |              |

- Certain factors might diminish engagement in the November/December meeting, including conflicts with the fall/winter holidays and the possibility of inclement weather. These issues are not present, or have less of an impact, on a May meeting.
- The resolutions submission deadline for the fall Delegate Assembly could be as early as the second week of September, potentially posing conflicts with school boards' summer schedules and the opening of school.

### **Staff Resources**

- NJSBA's research and review of proposed resolutions is far more extensive than that provided by the vast majority of associations and is a valuable service to our members.
- Conflicts with Workshop preparation, however, can strain the staff's ability to provide this high level of research for the November/December delegates' meeting.

### **Related Bylaws/Policy**

- Bylaws Article IV, Section 4 ([GO/9154](#)), prescribes two Delegate Assemblies per year—October/November/December and May/June.
- Bylaws Article IV, Section 5 ([GO/9155](#)), designates the May/June Delegate Assembly as NJSBA's Annual Meeting.
- Bylaws Article IV, Section 6 ([GO/9156](#)), provides a method for convening a special Delegate Assembly prior to the next regularly scheduled meeting.
  - "Special meetings of the delegates shall be called upon the request of the president, or of the Board of Directors, or upon written request signed by 50 delegates representing at least 11 counties of the state, provided written notice of the business to be considered shall be given to all district boards of education at least 15 days prior to the date of said meeting."
- Bylaws Article VI, Section 8 ([GO/9258](#)) authorizes the Board of Directors "to adopt policies on educational issues for the Association, between meetings of the delegates, provided that such policies: (1) Do not contravene the beliefs and policies set forth by the Delegate Assembly and these bylaws; and (2) Are adopted by a two-thirds vote of the members present and voting."



## **APPENDIX A: Member Survey Cover Letter**

### **Switching to a Single Annual Delegate Assembly**

---

April 30, 2026

Members,

President Jacobs recently commissioned a Task Force to analyze the structure and effectiveness of the Delegate Assembly. Under the direction of Dr. Karen Cortellino as Chair, the Task Force was charged with modernizing and clarifying the Assembly's structure, purpose, and processes to ensure it operates with maximum clarity, efficiency, governance, and impact; fully aligned with our bylaws and strategic priorities.

The Task Force is seeking your input on a specific topic currently under consideration. This request is solely for feedback and will not result in any immediate action. The topic involves a potential shift from two half-day Delegate Assembly sessions to a single full-day session. This change would represent a significant adjustment to the current structure, with the Delegate Assembly convening once annually, unless emergent issues necessitate additional meetings.

This proposal is intended to strengthen the overall quality and effectiveness of Delegate Assembly meetings. Currently, the November meeting is held immediately following Workshop, which can constrain time and focus, and put pressure on staff to quickly turn around another high quality Delegate Assembly. Moving to one dedicated full-day meeting may provide greater opportunity for meaningful engagement, preparation, and impact. In addition, this change would allow the Association to realize an estimated savings of \$150,000, and an added benefit would be a reduction in the need for Delegates to submit travel requests to their local boards twice per year to once per year.

Moving to a single annual meeting also introduces some considerations. With fewer meetings, there may be less opportunity for timely discussion and decision-making throughout the year, which could require some topics to be carried forward. A longer, full-day session may also require thoughtful pacing to maintain engagement and participation. Additionally, less frequent in-person interaction may reduce opportunities for ongoing relationship-building, collaboration, and alignment.

Your feedback is important in evaluating whether this proposed change appropriately balances efficiency, cost savings, and engagement with the need for consistent communication, responsiveness, and effective governance.

Please take a few moments to complete the [survey](#).

Thank you for your time and input.

Timothy J. Purnell, Ed.D.  
Executive Director/CEO

Michael Jacobs  
President, New Jersey School Boards Association



## NEW JERSEY SCHOOL BOARDS ASSOCIATION

The Task Force is seeking your input on a specific topic currently under consideration. This request is solely for feedback and will not result in any immediate action. The topic involves a potential shift from two half-day Delegate Assembly sessions to a single full-day session. This change would represent a significant adjustment to the current structure, with the Delegate Assembly convening once annually, unless emergent issues necessitate additional meetings.

This proposal is intended to strengthen the overall quality and effectiveness of Delegate Assembly meetings.

Your feedback is important in evaluating whether this proposed change appropriately balances efficiency, cost savings, and engagement with the need for consistent communication, responsiveness, and effective governance.

Do you support this proposed change?

Yes, I support one mandatory full-day DA with options for additional meetings.

No, I prefer keeping two mandatory half-day DA meetings a year.

Undecided

(Optional: Rationale for your answer)



## APPENDIX C: Survey Results

### Moving to a Single Annual Delegate Assembly

#### NJSBA Member Survey: Moving to a Single Annual Delegate Assembly

The NJSBA Delegate Assembly Task Force discussed the possibility of moving from two half-day Delegate Assemblies per year to a single full-day meeting, with provisions for a special meeting if warranted. By choosing to submit the question to the membership, the Taskforce effectively delegated the decision to the members themselves. Once that occurred, the membership's response became the governing direction for the Taskforce. The Taskforce was no longer deciding the issue—it had asked the membership to decide it.

On April 30, NJSBA issued an all-member survey on the question, with responses due by May 22. (The survey instrument is at Appendix B, page 25, of this report.)

#### Survey Results

|                                                                                        |            |              |
|----------------------------------------------------------------------------------------|------------|--------------|
| Board Members Responding                                                               | 254        |              |
| <b>YES</b> , I support one mandatory full-day DA with options for additional meetings. | <b>120</b> | <b>47.2%</b> |
| <b>NO</b> , I prefer keeping two mandatory half-day DA meetings a year.                | <b>107</b> | <b>42.1%</b> |
| <b>Undecided</b>                                                                       | <b>27</b>  | <b>10.6%</b> |

*Respondents' Comments* Supporters of the change cited cost savings and overall efficiency. Opponents indicated that the two-meeting-per-year structure provides more opportunity for sharing concerns, collaboration and addressing issues in a timely manner. Both groups saw both positive and negative aspects related to the length and number of meetings.

Optional comments by the board members also included suggestions for improving the conduct of the Delegate Assembly and members' access to the meeting.

The charts on the following pages provide survey results according to the four regions of the state designated by NJSBA Bylaws Article X, Section 15 ([GO/9465](#)). Responses were received from all 21 counties. (Comments have been edited for clarity and length.)

## APPENDIX C: Survey Results

### Moving to a Single Annual Delegate Assembly

| <p align="center"><b>Northwest</b> – Hunterdon, Morris, Somerset, Sussex and Warren counties</p> <p>Sixty-four board members from the Northwest region submitted responses. Overall, 24 (37.5%) supported a single Delegate Assembly per year, while 31 (48.4%) opposed the concept. Nine members were undecided. <i>Optional comments are listed below.</i></p> |                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| HUNTERDON (K-8)                                                                                                                                                                                                                                                                                                                                                  | Yes, I support one mandatory full-day DA with options for additional meetings. | I support having it on one day. I understand that we would be giving up the ability to act on resolutions that may be timely, but I think it would cut down on the more frivolous resolutions.                                                                                                                                                                                                                                                                                                              |
| HUNTERDON (K-8)                                                                                                                                                                                                                                                                                                                                                  | Yes, I support one mandatory full-day DA with options for additional meetings. | The delegate assembly's purpose is to set the direction/policies of NJ SBA. If NJSBA sets its goals once a year (including Tim and the team's), then the delegate assembly should meet prior to school boards setting their goals. While a year is a long time between meetings, there can be a procedure for emergency action by the DA. [It] could be a survey, a remote call/meeting or some other form of delegate involvement.                                                                         |
| HUNTERDON (9-12)                                                                                                                                                                                                                                                                                                                                                 | No, I prefer keeping two mandatory half-day DA meetings a year.                | The pace of change for factors impacting education is high. Allowing a full year to elapse without reacting and adjusting plans will be less effective.                                                                                                                                                                                                                                                                                                                                                     |
| HUNTERDON (K-8)                                                                                                                                                                                                                                                                                                                                                  | Undecided                                                                      | I can go either way - I see the value in a single day but prefer having much of my Saturday still available. I also know that it is a long drive for some so their feedback may be more valuable for gauging efficacy and ability to participate. Thanks for asking!                                                                                                                                                                                                                                        |
| HUNTERDON (K-8)                                                                                                                                                                                                                                                                                                                                                  | Undecided                                                                      | I see reasons for both options-I think biannually allows for timely input but I do love cost savings.                                                                                                                                                                                                                                                                                                                                                                                                       |
| MORRIS (K-8)                                                                                                                                                                                                                                                                                                                                                     | Yes, I support one mandatory full-day DA with options for additional meetings. | Yes, and please provide breakfast and lunch                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| MORRIS (K-12)                                                                                                                                                                                                                                                                                                                                                    | Yes, I support one mandatory full-day DA with options for additional meetings. | I believe one comprehensive meeting annually is most appropriate, given that DA is primarily a policy-making body.                                                                                                                                                                                                                                                                                                                                                                                          |
| MORRIS (K-12)                                                                                                                                                                                                                                                                                                                                                    | No, I prefer keeping two mandatory half-day DA meetings a year.                | Things change throughout the year and keeping it to one full day DA is not suitable for these circumstances. As things change, the 2nd DA allows for updates and new topics to be discussed in the same calendar year as opposed to having to wait a full 12 months...especially if some topics are time-sensitive. Additionally, for board members who are pursuing their advanced certifications, having two meetings a year allows them another opportunity to achieve their certification requirements. |



|                 |                                                                 |                                                                                                                                                                                                                                                                                                                                                      |
|-----------------|-----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                 |                                                                 | One meeting a year is difficult, heavy, long, and not the best tactic to address sensitive/time-sensitive topics, and it would be frustrating to have to wait a whole year to discuss things. Change for the sake of change is not needed.                                                                                                           |
| MORRIS (K-8)    | No, I prefer keeping two mandatory half-day DA meetings a year. | The half day would be more efficient without the approximately 43 minutes of acknowledgements, congratulations, etc., in the beginning. Include that stuff in the book and that's it. One day would be too long a time to stay focused on such important items.                                                                                      |
| MORRIS (9-12)   | No, I prefer keeping two mandatory half-day DA meetings a year. | Dedicating a full day to DA is burdensome. I will be less dedicated to attending. I think it will create a difficult-to-manage meeting, with members leaving after the portion [that] they were interested in is complete. Could the meeting lose a quorum?                                                                                          |
| MORRIS (K-12)   | No, I prefer keeping two mandatory half-day DA meetings a year. | Faster management of resolutions. Another opportunity for engagement.                                                                                                                                                                                                                                                                                |
| MORRIS (K-8)    | No, I prefer keeping two mandatory half-day DA meetings a year. | The May 16 Delegate Assembly went well beyond the time expectation. A single day for the year would not be sustainable.                                                                                                                                                                                                                              |
| MORRIS (K-8)    | Undecided                                                       | I need to see a pro forma with actual/projected operating efficiencies and cost benefit to assess why this is better. Off the bat, there is commute cost savings. Then there is the [fact that the] brain can absorb only what the butt can endure.                                                                                                  |
| SOMERSET (9-12) | No, I prefer keeping two mandatory half-day DA meetings a year. | Two days offers a better-quality experience for attendees and will encourage more thoughtful engagement by and between Attendees.                                                                                                                                                                                                                    |
| SOMERSET (K-12) | No, I prefer keeping two mandatory half-day DA meetings a year. | Given how frequently education topics evolve, staying aligned with the latest developments is essential. To ensure that our resolutions remain relevant and closely tied to current educational issues, I strongly recommend meeting twice a year. This cadence will keep us consistently informed and enable timely, well-grounded decision-making. |
| SOMERSET (K-12) | No, I prefer keeping two mandatory half-day DA meetings a year. | There have been years where over 10 resolutions were up for vote. Trying to do it all in one day is too much. Moreover, there could be a resolution that is time-sensitive that would benefit from multiple assemblies.                                                                                                                              |
| SOMERSET (K-12) | Undecided                                                       | The one-day session is good but the options for additional meetings may end up costing more depending on how many there may be, and I feel like maybe we may miss out on important agendas. I will support either option.                                                                                                                            |



|                 |                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------|--------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SOMERSET (K-12) | Undecided                                                                      | You gave compelling reasons for both changing and keeping as is. The cost savings is significant but once a year means that important decisions are being delayed for an extensive time.                                                                                                                                                                                                                                                                                                                                                                 |
| SUSSEX (K-12)   | Yes, I support one mandatory full-day DA with options for additional meetings. | I would agree that the monetary savings alone would be a reason to adopt the proposal.                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| SUSSEX (7-12)   | Yes, I support one mandatory full-day DA with options for additional meetings. | One would do. But if districts are allowed to present more than one resolution, it will be too long and drawn out. In December, two resolutions were withdrawn by the presenting board. The resolutions should not have been on the floor as the maker withdrew their resolution.                                                                                                                                                                                                                                                                        |
| SUSSEX (K-8)    | No, I prefer keeping two mandatory half-day DA meetings a year.                | [Two meetings a year] would enable the assembly [to have] a more accurate and current status of situations at hand. This ensures a more-timely report of recent activities and events, and it offers a chance to discuss recent events before the rumors start spreading.                                                                                                                                                                                                                                                                                |
| SUSSEX (K-8)    | Undecided                                                                      | <p>Pros to full-day DA: \$150,000 savings is immense. Personal time savings--I drive over 2 hours to attend these meetings. Selfishly, I would prefer to do that drive once a year.</p> <p>Cons to full-day DA: A full-day commitment may be difficult for some members to balance with their personal lives. I also see the downside of less in-person networking and collaboration opportunities.</p> <p>Ultimately, I prefer two meetings per year, but I'm finding it hard to justify knowing that a significant amount of money could be saved.</p> |
| SUSSEX (K-12)   | Undecided                                                                      | I think there are pros/cons to either and am impartial. Therefore, I support any majority decision related to the proposed changes.                                                                                                                                                                                                                                                                                                                                                                                                                      |
| WARREN (K-8)    | Yes, I support one mandatory full-day DA with options for additional meetings. | A one-day option will allow an opportunity for deeper discussions and a more memorable immersive experience. The other additional meetings could be used for updates and "check ins" to keep assembly in the loop or for shorter but effective means of keeping everyone engaged in legislative issues.                                                                                                                                                                                                                                                  |
| WARREN (K-6)    | Yes, I support one mandatory full-day DA with options for additional meetings. | I agree with this for the reasons stated in Tim's notes but primarily to have deeper discussion. However, if we find that, practically, we cannot consider the same number of resolutions we may have to revert back to two meetings                                                                                                                                                                                                                                                                                                                     |
| WARREN (K-6)    | Yes, I support one mandatory full-day DA with options for additional meetings. | This option saves some money, and it sounds flexible enough to have an additional meeting if the need arises.                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| WARREN (K-8)    | No, I prefer keeping two mandatory half-                                       | After discussion with our board, I am voting to remain at two half day sessions. We are primarily concerned with what we see as a probability of burn out on a full one-day meeting. The assembly and its resolutions deserve our full attention, consideration and discussion. We are concerned delegates would most likely                                                                                                                                                                                                                             |



|               |                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------|-----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|               | day DA meetings a year.                                         | <p>be burned out at the afternoon sessions.</p> <p>We also feel waiting a full year to present our needs in the form of resolutions is too great of a time span. We do understand there would be the option to schedule an emergency session, but what would constitute enough of an emergency to warrant the cost and frenzied planning?</p> <p>Our district takes the work of the Delegate Assembly very seriously and appreciates its importance. Thank you for your hard work in its evaluation and preparations to improve its efficiency and participation.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| WARREN (K-8)  | No, I prefer keeping two mandatory half-day DA meetings a year. | Giving school boards 2 opportunities throughout the year will provide them with the ability to create resolutions addressing current needs/issues. If the assembly is only held once a year, you run the risk of delaying resolutions that address time sensitive issues. Having 2 meetings also invites discussions, consideration, and reflection of greater depth instead of trying to rush through a longer agenda.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| WARREN (K-8)  | No, I prefer keeping two mandatory half-day DA meetings a year. | I believe one meeting will create more resolutions for discussion and voting at the meeting. This will put an undue burden on local boards to carefully consider each one (assuming the usual turn-around time and typical board meetings schedules) before the Assembly meeting. In addition, a longer meeting may create an environment where delegates "run out of steam" towards the end and do not consider and debate vigorously.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| WARREN (K-8)  | No, I prefer keeping two mandatory half-day DA meetings a year. | I believe that there could be difficulties in efficiency and network-building with only one meeting a year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| WARREN (K-6)  | No, I prefer keeping two mandatory half-day DA meetings a year. | There is too much happening in our world for anything to happen only one time a year. This would be a serious lack of oversight over the needs of our members and school districts and children of New Jersey. I am firmly against this idea.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| WARREN (9-12) | No, I prefer keeping two mandatory half-day DA meetings a year. | On 1/2 days, people lose focus, as oftentimes it is much to take in with a lot of debate. The loss of opportunity for networking as well as only one opportunity per year takes away from the importance of the Delegate. These decisions guide our positions and speak collectively as one voice. I am one that takes my role as the Delegate for my board seriously, and I feel two sessions a year is the best option. One just need look at the turnout to know many understand the impact this has. Twice per year gives opportunities for boards to be heard without trying to craft something so that an emergent meeting be held. Twice a year allows more voices to be heard. You would need to change structure of certification because now only one opportunity [to meet the requirement of attending a DA would exist]. How about [having staff that work on resolutions be separated from Workshop responsibilities]? Do not stifle the importance of the Delegate Assembly in the collective voice of your members. |
| WARREN (K-6)  | No, I prefer keeping two mandatory half-day DA meetings a year. | Honestly, there are more topics that need to be discussed, not less. And there is more communication needed, not less. I'm already surprised it's compressed into half days. If it needs to move farther away from workshop, which I do not attend, then do that.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

**Northeast** – Bergen, Essex, Hudson, Passaic and Union counties

Seventy-two board members from the Northeast region submitted responses. Overall, 40 (55.6%) supported the change, while 30 (41.7%) opposed it. Two members were undecided. *Optional comments are listed below.*

|               |                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| BERGEN (K-12) | Yes, I support one mandatory full-day DA with options for additional meetings. | 1) Resolutions Subcommittee has more time to do its work<br>2) Financial benefit to NJSBA and member districts                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| BERGEN (K-6)  | Yes, I support one mandatory full-day DA with options for additional meetings. | It's important to try new things, especially if you think it'll be helpful overall. We can always change back if it doesn't work the way it was intended to.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| BERGEN (K-12) | Yes, I support one mandatory full-day DA with options for additional meetings. | Is there a way to move the November meeting to the week of workshop if it's needed? Basically, move to one bigger annual delegate meeting, and if there's need, have the second [one at] workshop? It is a significant cost savings and would streamline processes.                                                                                                                                                                                                                                                                                                                                                                                                                  |
| BERGEN (K-6)  | Yes, I support one mandatory full-day DA with options for additional meetings. | Would prefer one full day to conduct business as it's so far south for some of us.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| BERGEN (K-12) | Yes, I support one mandatory full-day DA with options for additional meetings. | There's no definitive way to determine and ascertain if a single full-day meeting would be more beneficial than two half-day meetings. There are logistical and discussion benefits for the members and cost-savings for the association with the single day option. However, there are some drawbacks - a longer day and less opportunities, and perhaps time, to discuss topics/resolutions. It appears to simply come down to preference by individuals. I'm putting a lot of weight on the supposed \$150K annual savings, and given the current financial environment and projected cost increases in the near future, I would lean toward a single mandatory full-day session. |
| BERGEN (K-5)  | Yes, I support one mandatory full-day DA with options for additional meetings. | I feel if organized well, the process would work in this format. However, I would recommend the submission and screening process still occur several months prior and the approved proposals be distributed a month or two prior so that networking might occur prior to the delegate assembly for districts that might have like-minded amendment proposals.                                                                                                                                                                                                                                                                                                                        |
| BERGEN (7-12) | Yes, I support one mandatory full-day DA with options for additional meetings. | I FEEL THAT ONE FULL DAY WOULD BE MORE PRODUCTIVE.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| BERGEN (K-6)  | Yes, I support one mandatory full-day DA with options for additional meetings. | It may be exhausting to have a full-day meeting, but members who are not experienced with these settings may benefit from having more time to learn and adapt, which could help reduce the mistakes that occurred during today's meeting.                                                                                                                                                                                                                                                                                                                                                                                                                                            |



|               |                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| BERGEN (K-12) | No, I prefer keeping two mandatory half-day DA meetings a year.                | Around 2009, this question came up and the consensus was to remain with two DA sessions per year. The overwhelming feedback then was that board members benefited from the ability to converse with other board members. Ideas were exchanged and some problems solved.                                                                                                                                                                                                                                                                                                             |
| BERGEN (K-8)  | No, I prefer keeping two mandatory half-day DA meetings a year.                | More frequent opportunities to interact with other board members across the state.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| BERGEN (9-12) | No, I prefer keeping two mandatory half-day DA meetings a year.                | I can't imagine that issues which come up within local boards on a monthly basis should have to wait a full year to be entered or rejected in School Boards Statements.                                                                                                                                                                                                                                                                                                                                                                                                             |
| BERGEN        | No, I prefer keeping two mandatory half-day DA meetings a year.                | <p>It seems to me there are two main reasons for making the change. The first is cost, although that is presented as second in the cover memo. The second is people not wanting to have two meetings, but just one. Again, a sign of the times: less face-to-face interaction with other human beings.</p> <p>Recent problems with the DA were not the frequency of the meetings but how they were handled. Having attended DA's over a period of more than 20 years, I firmly believe the problem is not in the frequency of the meetings, but how the last few have been run.</p> |
| BERGEN (K-8)  | No, I prefer keeping two mandatory half-day DA meetings a year.                | <p>Two half-day DA meetings a year allow for greater focus and engagement by the members. A full-day session can lead to fatigue, reduced concentration and diminished overall effectiveness. Half-day sessions accommodate our members' busy family schedules while giving them the opportunity to set the policies that determine the Association's positions on educational issues.</p>                                                                                                                                                                                          |
| BERGEN (K-12) | No, I prefer keeping two mandatory half-day DA meetings a year.                | We cannot keep up with legislative changes if only once per year. Cut food, go virtual, or move it from Nov & May to Dec & June if needed.                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| BERGEN (K-12) | No, I prefer keeping two mandatory half-day DA meetings a year.                | Less opportunity for timely discussion and decision-making throughout the year, requiring some topics to be carried forward, is a problem.                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| ESSEX (K-12)  | Yes, I support one mandatory full-day DA with options for additional meetings. | Considering folks will be traveling from throughout the state, I think there should be virtual options for every meeting each time.                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| ESSEX (K-12)  | Yes, I support one mandatory full-day DA with options for additional meetings. | I don't have the historical background here, but from a scheduling perspective and focus perspective, I would much rather do everything all in one day, less time off work or away from families because it is one day to schedule.                                                                                                                                                                                                                                                                                                                                                 |



|                |                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------|--------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ESSEX (K-12)   | No, I prefer keeping two mandatory half-day DA meetings a year.                | I prefer giving boards the opportunity to move resolutions forward at two different times in the calendar year. Given shifts in membership of some boards from year to year, it may be more difficult to organize to move a resolution forward for a single yearly meeting.                                                                                                                                                                                          |
| ESSEX (K-12)   | No, I prefer keeping two mandatory half-day DA meetings a year.                | The tone separation allows for a playful approach to emergent issues                                                                                                                                                                                                                                                                                                                                                                                                 |
| ESSEX (K-12)   | No, I prefer keeping two mandatory half-day DA meetings a year.                | I prefer two meetings per year because it better allows consideration of emergent issues and makes each meeting lower stakes. If there are boards that divide the role of representative to the Delegate Assembly and one board member goes to one meeting each, that would become impossible if there was only a single meeting. If there is a benefit to letting board members get to know NJSBA staffers, it would be lost if we only see staffers once per year. |
| ESSEX (K-12)   | Undecided                                                                      | That would then become a very heavy day, presumably, but there would be adequate time to prepare.                                                                                                                                                                                                                                                                                                                                                                    |
| HUDSON (K-12)  | Yes, I support one mandatory full-day DA with options for additional meetings. | It is very important to have productive meetings where people have time to focus and get their tasks completed. I support the full-day DA with the options for additional meetings.                                                                                                                                                                                                                                                                                  |
| PASSAIC (K-8)  | Yes, I support one mandatory full-day DA with options for additional meetings. | I agree it's too much right after Workshop                                                                                                                                                                                                                                                                                                                                                                                                                           |
| PASSAIC (K-8)  | Yes, I support one mandatory full-day DA with options for additional meetings. | I would like to see us try a one-day DA annual meeting, with quarterly zoom meetings in between. For convenience purposes, it would be great if this meeting could piggy back off of the annual conference in AC in October. Thank you!                                                                                                                                                                                                                              |
| PASSAIC (K-8)  | No, I prefer keeping two mandatory half-day DA meetings a year.                | A mandatory, one-day session requires a volunteer board member to forfeit an entire weekend day (as opposed to only a half-day commitment) and to devote greater physical and mental stamina to participate in and evaluate the debate on what is usually multiple resolutions touching all corners of education policy in our state.                                                                                                                                |
| PASSAIC (9-12) | No, I prefer keeping two mandatory half-day DA meetings a year.                | One DA would leave the Association with too long of a period without the ability of the full membership to address urgent policy issues.                                                                                                                                                                                                                                                                                                                             |
| PASSAIC (K-12) | No, I prefer keeping two mandatory half-day DA meetings a year.                | Limiting the Delegate Assembly to one meeting per year would reduce the ability of local boards of education to communicate, respond, and advocate in a timely and effective manner. The current structure allows for ongoing engagement and ensures that emerging issues can be addressed throughout the year. Moving to a single annual session would create delays in feedback and weaken the connection between local boards and statewide decision-making.      |

|                |                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------|--------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                |                                                                                | <p>Rather than reducing opportunities for engagement, consideration should be given to increasing the frequency of Delegate Assembly meetings. Expanding to quarterly sessions would strengthen governance, improve responsiveness to legislative and policy changes, and provide local boards with more consistent opportunities to advocate on behalf of their districts.</p> <p>We should not be taking away opportunities for participation. We should be enhancing them to support strong, effective, and responsive governance.</p>                                                      |
| PASSAIC (K-12) | No, I prefer keeping two mandatory half-day DA meetings a year.                | With all-day meetings people tend to lose interest as the day goes on.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| PASSAIC (K-12) | No, I prefer keeping two mandatory half-day DA meetings a year.                | Keeping 2 DA's gives districts more than just a once-a-year opportunity to submit resolutions. It allows us to be more reactive to ever changing issues.                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| UNION (K-12)   | Yes, I support one mandatory full-day DA with options for additional meetings. | Cost savings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| UNION (K-8)    | No, I prefer keeping two mandatory half-day DA meetings a year.                | Two meetings allow for a timely consideration of issues, rather than holding issues for a year. The option for additional meetings does not guarantee a quorum for those meetings. People plan their calendar based on scheduled in advance meetings. Once-a year meetings decrease development of connections. I do understand NJSBA would realize a significant savings. Perhaps not offering breakfast or simplifying breakfast (bagels, fruit, coffee tea) could be considered. (As an aside, the DA does not cost my board anything as I don't submit reimbursement for travel expenses.) |



**Central** – Burlington, Mercer, Middlesex, Monmouth, and Ocean counties

Seventy-one board members from the Central region submitted responses. Support and opposition were evenly divided at 32 responses, or 45.1%, each. Seven board members were undecided. *Optional comments are listed below.*

|                   |                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| BURLINGTON (K-12) | Yes, I support one mandatory full-day DA with options for additional meetings. | One day, with a continued Zoom option, would be adequate.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| BURLINGTON (K-12) | Yes, I support one mandatory full-day DA with options for additional meetings. | A full day would work, but there could be things that come up at other times, a year is a long time between meetings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| BURLINGTON (K-8)  | No, I prefer keeping two mandatory half-day DA meetings a year.                | One meeting per year seems to say the importance is mandate vs. substance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| BURLINGTON (K-8)  | No, I prefer keeping two mandatory half-day DA meetings a year.                | I feel leaving it to one full day will lead to a lot of nothing happening in between. We all have lives and things get away from us                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| BURLINGTON (K-6)  | No, I prefer keeping two mandatory half-day DA meetings a year.                | I am of 2 minds having attended several Assemblies. In favor is that the meetings often cover the same issues - PILOTs and transparency in the funding formula. There is no reason to have the same conversations twice per year when once will do. Also, saving money means lower dues. My district is about to RIF 12 employees due to money. Even a small savings is a savings if it is passed along. On the other hand, a full Saturday is difficult for many. Also, attendance is a requirement for board member certifications. A change would make it harder to earn a cert. Overall, the negatives slightly outweigh the positives. |
| BURLINGTON (K-12) | Undecided                                                                      | I have not attended a Delegate Assembly yet, so I'm not sure how I feel about this.<br>Has it been considered to try one full day with one additional virtual meeting for time sensitive topics?                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| BURLINGTON (K-12) | Undecided                                                                      | Under dire circumstances, I'm wondering if it can be changed depending on need. If there was a pressing issue, would it be possible to change it to a two-day session?                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| MERCER (K-12)     | Yes, I support one mandatory full-day DA with options for additional meetings. | The cost savings of \$150,000 per year was ultimately what weighed my decision. However, I would not want moving this to one full day per year to impact meaningful conversations or limit the time had for such. I am in favor of one day, but absolutely with the option to add more days if needed.                                                                                                                                                                                                                                                                                                                                      |



|                  |                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MERCER (K-12)    | No, I prefer keeping two mandatory half-day DA meetings a year.                | Each meeting is already jam packed with information. It may be overzealous to have one meeting a year. Also, the idea of moving forward on a proposal without allowing districts any opportunity to evaluate and vote is not a democracy. Two meetings are full of information but also opportunity for district comments and insights.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| MERCER           | No, I prefer keeping two mandatory half-day DA meetings a year.                | <p>Two meetings per year allows for time sensitive resolutions to be addressed in a more-timely fashion. They can be addressed during a 6-month, versus a 12-month window.</p> <p>One meeting per year will make it a very, very long day, especially if there is a larger number of resolutions - now a full year's worth.</p> <p>Delegates may not want to, or be able to commit to a full day. There are always delegates who leave before the end of our current half day assemblies. Those traveling from a far distance will have an even longer day. They may leave earlier, or elect not to come at all. Breaking for lunch would add to the length of the day. If provided by NJSBA, it would add cost as well.</p> <p>Resolutions that are later in the agenda are often rushed towards a vote by the delegates themselves. Detailed discussions are often abbreviated, or skipped by delegates. A longer agenda/day may make this worse.</p> |
| MERCER (K-12)    | No, I prefer keeping two mandatory half-day DA meetings a year.                | <p>Two sessions are more beneficial to help delegates balance their time and lives outside of their responsibilities of being a board member. They also allow the opportunity to discuss issues that may present themselves mid-year.</p> <p>There are many issues to discuss and strategize about, doing them all out once will take a lot energy. It may be more difficult for boards to find a member who would want to be a delegate if they need to give up a whole weekend day with their families. Weekends are precious.</p>                                                                                                                                                                                                                                                                                                                                                                                                                    |
| MERCER (K-12)    | No, I prefer keeping two mandatory half-day DA meetings a year.                | I believe the 2X a year allows for more opportunity to participate. It also allows for a greater opportunity to engage.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| MIDDLESEX (K-12) | Yes, I support one mandatory full-day DA with options for additional meetings. | I am always pro-efficiency. Prices are continually rising and cost saving measures are always welcomed!!                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| MIDDLESEX (K-12) | Yes, I support one mandatory full-day DA with options for additional meetings. | A dedicated full-day session provides the focused time and in-person environment necessary for robust debate, parliamentary procedure, amendments from the floor, and high-stakes decision-making on resolutions and policies. This format should also allow for more meaningful discussion and better pacing than the current November meeting that follows Workshop.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

|                  |                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                  |                                                                                | <p>To maximize the effectiveness of this single annual meeting, I strongly recommend that all preparatory work - including draft resolutions, amendments, committee discussions, and supporting materials - be conducted through virtual meeting sessions and posted on a dedicated, secure, transparent online platform. Delegates and local board members should be able to review, comment, and collaborate well in advance. This modern, inclusive approach would dramatically improve preparation, increase statewide participation, raise the overall quality of input, and make the entire governance process more open and accessible.</p> <p>With strong virtual pre-work, the full-day in-person meeting can shift from information-sharing to high-impact deliberation and voting. The estimated \$150,000 in savings and the reduction to only one travel request per year are significant additional benefits. Overall, this balanced model enhances efficiency, transparency, engagement, and effectiveness.</p> |
| MIDDLESEX (K-12) | Yes, I support one mandatory full-day DA with options for additional meetings. | <p>I re-read the pros and cons listed in the email several times before replying. I would support the voting meeting for DA 1 time per year.</p> <p>I am wondering if the staff time could then be more proactive and provide training or workshops on how to create and write a resolution--most importantly, direction on the role of the delegate and how the DA resolutions affect the advocacy of NJSBA and the varied districts throughout the state.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| MIDDLESEX (K-12) | No, I prefer keeping two mandatory half-day DA meetings a year.                | I think a full day may be difficult for people to stay on track! Also, I like the 2 days because it is timely and addressing concerns at that point in time                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| MIDDLESEX (K-12) | No, I prefer keeping two mandatory half-day DA meetings a year.                | I think it's nice to have two days spread out in case something later in the school year presents itself.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| MIDDLESEX (K-12) | No, I prefer keeping two mandatory half-day DA meetings a year.                | Double the opportunities to attend the delegate assembly                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| MIDDLESEX (K-12) | No, I prefer keeping two mandatory half-day DA meetings a year.                | There may be legislative action that has occurred in a short time period following the Delegate Assembly. Then, the action would not be discussed in a timely manner.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| MIDDLESEX (K-12) | No, I prefer keeping two mandatory half-day DA meetings a year.                | I prefer two mandatory half-day meetings as it forces people to come together and connect. I think that a two-day commitment is not overly burdensome and it helps to keep members focused and involved.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |



|                  |                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MIDDLESEX (K-12) | No, I prefer keeping two mandatory half-day DA meetings a year.                | <p>The legislative and educational landscape in New Jersey changes rapidly, and having two sessions allows boards to respond to emerging issues and evolving advocacy needs in a more timely and meaningful way. Limiting the Delegate Assembly to one annual session could delay important discussions and positions on legislation that directly impact school districts across the state.</p> <p>That said, I could support moving to one annual Delegate Assembly if there were additional structured opportunities throughout the year for boards to engage in conversations regarding advocacy, legislation, and emerging issues. In order for one session to be effective, boards would still need meaningful opportunities for discussion, feedback, and collaboration outside of the formal Delegate Assembly process.</p> |
| MONMOUTH (K-8)   | Yes, I support one mandatory full-day DA with options for additional meetings. | As a busy retiree, I'd rather schedule a "one shot" program so I have the rest of the week for other activities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| MONMOUTH (K-12)  | Yes, I support one mandatory full-day DA with options for additional meetings. | More school board members might be inclined to become delegates. As stated, if an issue requires an additional meeting , it can be done.<br>The savings of 150,000 can't be ignored .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| MONMOUTH (K-12)  | No, I prefer keeping two mandatory half-day DA meetings a year.                | The ability to have two meetings annually allows the opportunity to address emergent issues in a timely fashion.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| MONMOUTH (K-12)  | No, I prefer keeping two mandatory half-day DA meetings a year.                | To adequately process information and discuss issues with peers, I believe there should be enough time to take a "sleep on it" position.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| MONMOUTH (K-12)  | No, I prefer keeping two mandatory half-day DA meetings a year.                | I feel that having at least two meetings with options for additional meetings is appropriate. Being able to meet more than once a year will give the Assembly more opportunities to discuss anything that may happen in between meetings.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| MONMOUTH (K-8)   | Undecided                                                                      | It is difficult to say if a full 8-hour day would resolve issues. I am uncertain if everyone would stay for a full-day session. With the rapid changes in education, I think we would end up having more than 1 session per year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| OCEAN (7-12)     | Yes, I support one mandatory full-day DA with options for                      | One day is easier to organize than figuring out attendance for 2 days - especially for working Board Members. It probably costs less for NJSBA as well, between food, and space, etc.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |



|              |                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|              | additional meetings.                                            |                                                                                                                                                                                                                                                                                                                                                                                                           |
| OCEAN        | No, I prefer keeping two mandatory half-day DA meetings a year. | Difficult to leave office for a whole day                                                                                                                                                                                                                                                                                                                                                                 |
| OCEAN (7-12) | No, I prefer keeping two mandatory half-day DA meetings a year. | I feel as though two meetings provide the opportunity for timely discussion on pressing issues that may arise through the year.                                                                                                                                                                                                                                                                           |
| OCEAN (7-12) | No, I prefer keeping two mandatory half-day DA meetings a year. | It would be most effective to continue with the two mandatory half day meetings. However, the November meeting must be moved. An early October and mid-April schedule would better serve all. "Saying" that "emergent" issues would necessitate additional meetings allows for scheduling that is not conducive to all involved and may alter the equality and engagement of all delegates and districts. |

**South** – Atlantic, Camden, Cape May, Cumberland, Gloucester and Salem counties

Forty-seven board members from the Southern region submitted responses. Overall, 24 (51.1%) supported the proposal, while 14 (29.8%) opposed it. Nine respondents were undecided. *Optional comments are listed below.*

|                 |                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ATLANTIC (K-8)  | Yes, I support one mandatory full-day DA with options for additional meetings. | Saving of both time and money                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| ATLANTIC (K-8)  | Yes, I support one mandatory full-day DA with options for additional meetings. | Obviously, it would be much more cost effective as well as efficient! Let's see how productive it will be when implemented.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| ATLANTIC (K-8)  | No, I prefer keeping two mandatory half-day DA meetings a year.                | Too much happens every month. Leaving it to one meeting a year will make it harder to recall and discuss events or plans that happen early in the year. I would like to see two FULL-DAY sessions that are less scripted and provide more opportunities for rank-and-file board members to speak and raise issues for the benefit of the whole group. There is little to no spontaneity in the present format. It makes me wonder why I drive nearly two hours each way to watch a performance that I could just as easily watch from home. And, by the way, this also raises the question of why can't Board designated delegates vote electronically? |
| ATLANTIC (K-12) | No, I prefer keeping two mandatory half-day DA meetings a year.                | Travel to Mercer is a distance. On a Saturday, it is easier to get away from family and other responsibilities for a 1/2 day compared to all day. I also feel that the 2-meeting format also gives timely attention on current issues. Something that needs to be shared in say Oct would have to wait till May instead of Dec.                                                                                                                                                                                                                                                                                                                         |
| ATLANTIC (K-12) | No, I prefer keeping two mandatory half-day DA meetings a year.                | The current structure is better for those who work.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| CAMDEN (K-8)    | Yes, I support one mandatory full-day DA with options for additional meetings. | Some people on the boards don't want to give up the time for two meetings. I hate to say that but I think it is true.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| CAMDEN (K-12)   | Yes, I support one mandatory full-day DA with options for additional meetings. | Changing the assembly to 1 full-day as opposed to 2 1/2 days would be cost effective and practical. Everything is a rush on the 1/2-day assemblies. Having a full day would allow more time to prepare for the assembly and more time for discourse the day of the DA.                                                                                                                                                                                                                                                                                                                                                                                  |

|                   |                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CAMDEN (K-8)      | No, I prefer keeping two mandatory half-day DA meetings a year.                | Not sure about other participating members, but it is much easier for me to dedicate 4 or 5 hours on a Saturday, then it would be to do 8 or 9 hours                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| CAMDEN (K-12)     | No, I prefer keeping two mandatory half-day DA meetings a year.                | I think the more opportunities we have for networking, the better.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| CAMDEN (K-8)      | Undecided                                                                      | <ol style="list-style-type: none"> <li>1. It's a long day for board members and, being volunteers, harder to get full-day commitments.</li> <li>2. Things happen through the year which may delay important discussions and votes.</li> <li>3. To save money, instead of doing the November meeting, why not move it to October during the convention? You are already spending money on the space needed for the meeting. Board members' travel would be less costly since delegates or alternates may be attending the convention anyhow.</li> <li>4. Maybe, give the opportunity to zoom in online for those who can't get to the convention for the meeting</li> <li>5. Do one online zoom meeting and one in person meeting each year.</li> </ol> |
| CAMDEN (K-8)      | Undecided                                                                      | The meeting never seems to be in a convenient location to South Jersey districts, so it is a major hardship.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| GLOUCESTER (K-12) | Yes, I support one mandatory full-day DA with options for additional meetings. | The half-day format does not give adequate time to work out parts of proposed actions, and there are multiple times where the actions are not fully prepared due to the semi-annual timelines.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| GLOUCESTER (K-12) | No, I prefer keeping two mandatory half-day DA meetings a year.                | I believe that needs of a district can change in a six-month period. Having to wait a year to bring resolutions before the assembly is too long.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| GLOUCESTER (K-6)  | Undecided                                                                      | The pros and cons for each scenario make it difficult for me to decide. A full-day commitment is difficult, but 2 days is not optimal either.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| SALEM (K-12)      | Yes, I support one mandatory full-day DA with options for additional meetings. | This seems to be a reasonable way to address the issues that have arisen in the past. And since many of us travel long distances to attend the DA, it seems it would be more efficient and a better use of time.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |