

# RED BANK REGIONAL EDUCATION ASSOCIATION

101 Ridge Road

Little Silver, NJ 07739

March 20, 2019

Red Bank Regional Board of Education  
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Red Bank Regional has proven itself a uniquely successful one-school district. Teachers, administration, and board members have worked together to create a supportive environment conducive to student achievement. But, over the past three years, we have realized a major shift in that vision.

Strong and effective leaders share key qualities that Dr. Moore has failed to demonstrate. We are here to represent the views of the RBREA. On March 20, 2019, an overwhelming number of our staff voted that we have no confidence in our Superintendent; Dr. Louis Moore. It has been over 45 years since the association has taken such a drastic measure against our leadership. We understand the severity of this decision and have carefully detailed our concerns.

The RBREA has concerns about Dr. Moore's lack of effective leadership skills, lack of experience in managing financial decisions, and general lack of integrity. Dr. Moore's authoritarian style of leadership has severely impacted the confidence and morale of the staff. Multiple district initiatives are being forced upon the district without proper consideration of student population, collaboration and buy-in from staff. Rather than take time to listen and learn about the staff and community at RBRHS, he has steamrolled his ideas. This has resulted in a waste of district resources, both time and money. These initiatives and fiscal decisions have often been misrepresented to the Board of Education.

- **Lack of Collaboration:** Dr. Moore does not understand that the staff is an integral part of the school's success. Dr. Moore's approach is top-down and implies that he alone has the power to fix RBRHS, as he dictates prescribed programs and curricula. His strategy is to call multiple meetings to pretend to consider multiple viewpoints, only to move ahead with his ideas, regardless of whether they are supported by staff and supervisors.
- **Rushed Decisions:** Instead of spending time learning about the community, staff and current programs, Dr. Moore immediately employed consultants and pushed boxed programs that lacked support from staff, or data to prove potential. Pushing initiatives without taking the time to talk to staff and clearly define the problem and how success would be measured. Without those conversations, the initiatives seem forced and disconnected.
- **Lack of Data Driven Decisions:** Data is analyzed without a plan, clear goals, or a specific question. He can rarely answer, what is the goal of the meeting, team, program, efforts? The success is often measured by one metric. He implements too many countering changes simultaneously without clear goals and a way to quantify results.

- **Fiscal Irresponsibility:** Dr. Moore forgot to budget for a program that he initiated. There are concerns that budgeted monies are not available when originally included in the budget. Payments have been delayed and retracted. Dr. Moore has invested in costly programs despite staff recommendations and student interest, only to reverse those decisions. Field Trips and staff professional development have been eliminated.
- **Ineffective Communication:** Dr. Moore is not able to provide clear guidelines and objectives for meetings. His communication is indirect. Correspondence from staff and parents is ignored or addressed indirectly. His position will often flip flop after meetings. Dr. Moore will suggest that meetings be set to discuss issues, but those issues remain without resolve.
- **Lack of Knowledge of the School Operations:** Dr. Moore has no regard for school procedures, does not fully understand school law, the Danielson model of evaluation, and protocol in the building. He will often overstep supervisors and pressure staff with tasks that sometimes are beyond the scope of their license.
- **Unprofessionalism:** Dr. Moore is often late for meetings and observations. He often misses deadlines. He is often on his phone during meetings and rarely takes notes. Dr. Moore has emotional outbursts and will become hostile when questioned.
- **Misrepresented Information:** Data is often presented to support his decisions, but is often misleading.

The staff at RBRHS has developed a lack of confidence and concern for the frenzied style of management. We are tired of our supervisors not being available because they are constantly in meetings or reacting to whims by the superintendent. We are concerned about retaining talent and working for a district that supports us. With the low morale, we are not able to focus on our jobs and doing what we love.

We urge the board to work with RBREA to help remedy this situation and find a solution that allows us to move forward as a united district. The end goal of this letter is to make the board and community aware of the ramifications of the superintendent's leadership style and together find a solution that puts the focus back on our excellent school.

Our teachers come from multiple backgrounds and industries and offer valuable insight to affect change from the norm. Our teachers are as unique as our students and have an amazing ability to "think outside of the box." We are engaged in generating explanations and hypotheses. We expect a leader to be able to try to understand why he is encountering resistance and work to overcome it. We expect to help evaluate and maintain flexibility so that we can help to champion the goals of this district.

We urge the board to review the research that correlates the responsibilities of a school leader to student academic achievement. We look forward to working together to form an action plan for success.

Best regards,  
RBREA