Eden Prairie School District 272
Superintendent Monitoring Report

Policy Name: **EL 2.9 Communication and Support to the School Board**	Monitoring Time Frame: December 1, 2019 - June 30, 2020	Policy Monitoring Column **FOR BOARD USE ONLY** Compliance rating: ● OI is/is not reasonable ● Data does/does not provide adequate evidence of compliance ***Include specific evidence*** *for rating conclusion and recommendations.*
Policy Quadrant: **Executive Limitations**	Date of School Board Monitoring: November 23, 2020	
		Board member name:
<u>Global Constraint:</u> **The Superintendent shall not cause or allow the School Board to be uninformed or unsupported in its work.**		*(enter rating and reasoning when appropriate)*
<u>Operational Interpretation:</u> I interpret this policy to mean that I am ultimately responsible for arranging the logistical, informational and organizational systems necessary for the School Board to be an effective governing body with the support of the Superintendent's Cabinet and Office Staff. I believe the Board's subsequent policies 2.9.1 – 2.9.11 succinctly cover all areas of further interpretation of this global ("parent level") policy leaving no other areas of concern to be addressed in this interpretation.		
<u>Justification:</u> This was developed through reflection and a study of operational interpretations of similar organizations that approached it in a similar fashion.		
<u>Measurement Plan:</u> The organization will be in compliance with EL 2.9 if the Board finds the organization to be in compliance with policies 2.9.1 – 2.9.11.		
<u>Evidence:</u> Evidence of compliance is demonstrated by supporting data presented throughout EL Policies 2.9.1-2.9.11.		

Statement of Assertion: Report is Reasonable and Evidence supports the Operational Interpretation	
2.9.1 Further, the Superintendent shall not: Neglect to submit monitoring reports required by the School Board in a timely, accurate, and understandable fashion.	
Operational Interpretation: Our governance process dictates that the superintendent periodically report on whether the organization has (1) avoided conditions the Board has indicated as unacceptable, and (2) achieved certain end results. This policy requires that those reports, defined by Policy Governance as internal monitoring reports for Executive Limitation and Ends policies, be submitted with the following qualities: 1. **Timeliness** – Timely information is information that is available when it is needed. I interpret this to mean that the reports will be made available to the Board twelve (12) days prior to the Board meeting at which the report will be monitored. 2. **Accuracy** – Accurate information provides a reliable and valid representation of reality. I interpret this to mean that all data provided will be fact-based and known to be true to the best of our ability. 3. **Understandable** – I interpret this to mean that the actual reports must be: a. Presented in a standardized format that clearly delineates each element of the report (Operational Interpretation, Justification, Measurement, Data, Statement of Compliance); b. Free of unnecessary material not directly related to demonstrating compliance with the policy interpretation; c. Carefully designed to express vast quantities of data that can be assimilated and absorbed by the reader quickly.	
Justification: **My interpretation of monitoring reports** is guided by our understanding of the Policy Governance model as learned during joint training sessions, documentation reviewed, and shared experience since 2013. **My interpretation of timeliness** being twelve (12) days prior to monitoring. **My interpretation of accuracy and understandable** is guided by our joint understanding of the Policy Governance model.	
Measurement Plan: Compliance with this policy will be demonstrated by: 1. Compliance is achieved when at least 90% of all reports are submitted no less than twelve (12) days before monitoring. 2. The operational interpretations, justifications and data provided are timely, accurate, and provide credibility to my assertions of compliance. 3. The format and content is not unnecessarily complicated as demonstrated by final board action on the report.	

Evidence:

Monitoring reports have been submitted twelve or more days prior to monitoring. The following table documents submission or board action for each monitoring report from July 2019 - June 2020.

Record of Board Policy Monitoring
Ends and Executive Limitations
July 1, 2019 – June 30, 2020
Monitoring 2018-2019 School Year Data
The purpose of this document is to demonstrate to the owners that the board holds the superintendent accountable to our Ends and ELs.

Policy	Date	Operational Interpretation – Reasonable or not?		Evidence – demonstrates expected progress?		Date to bring back the district's plan to demonstrate expected progress in the future	Completed
		Superintendent Assertion	Board Finding	Superintendent Assertion	Board Finding		
ENDS							
1.1 Each student graduates and is academically prepared to progress to multiple opportunities after high school	19-20 OI 6/24/19	Yes	Yes				Yes
	18-19 Evidence 10/28/19			No	No	*Brought back to Board Meeting on 2/24/2020*	Yes
	Re-monitor 19-20 OI 5/18/20	Yes	Yes				Yes
	20-21 OI 6/22/20						
1.1.1 Each student is reading at grade level by the end of third grade	19-20 OI 6/24/19	Yes	Yes				
	18-19 Evidence 10/28/19			Yes	Yes		Yes
	Re-monitor 19-20 OI 5/18/20	Yes	Yes				Yes
	20-21 OI 6/22/20						

1.1.2 Each student achieves individual growth expectations and proficiency annually in, but not limited to, Language Arts, Math and Science	19-20 OI 06/24/19	Yes	Yes				
	18-19 Evidence 10/28/19			No	No	*Brought back to Board Meeting on 2/24/2020*	Yes
	Re-monitor 19-20 OI 5/18/20	Yes	Yes				Yes
	20-21 OI 6/22/20						
1.1.3 Each student receives a broad-based education that exceeds the Minnesota State Graduation Requirements	19-20 OI 6/24/19	Yes	Yes				
	18-19 Evidence 10/28/19			Yes	Yes		Yes
	Re-monitor 19-20 OI 5/18/20	Yes	Yes				Yes
	20-21 OI 6/22/20						
1.2 Each student demonstrates the 21st century skills needed to succeed in the global economy	19-20 OI 6/24/19	Yes	Yes				
	18-19 Evidence 10/28/19			No	No	*Brought back to Board Meeting on 2/24/2020*	Yes
	Re-monitor 19-20 OI 5/18/20	Yes	Yes				Yes
	20-21 OI 6/22/20						

1.3 Each student demonstrates the knowledge that citizens and residents of the United States need to contribute positively to society	19-20 OI 6/24/19	Yes	Yes				
	18-19 Evidence 10/28/19			Yes	Yes		Yes
	Re-monitor 19-20 OI 5/18/20	Yes	Yes				Yes
	20-21 OI 6/22/20						

Policy	Date	Operational Interpretation – Reasonable or not?		Evidence – supports Operational Interpretation or not?		Date to re-monitor if either the OI is Not Reasonable or if Evidence doesn't support OI	Completed
		Superintendent Assertion	Board Finding	Superintendent Assertion	Board Finding		
EXECUTIVE LIMITATIONS							
EL 2.0 Global Executive Constraint	12/9/19	Yes	Yes	Yes	Yes		Yes
EL 2.1 Emergency Superintendent Succession	08/26/19	Yes	Yes	Yes	Yes		Yes
El 2.2 Treatment of Students	08/26/19	Yes	Yes	Yes	Yes		Yes
EL 2.3 Treatment of Parents	09/23/19	Yes	Yes	Yes	Yes		Yes
EL 2.4 Treatment of Staff	10/28/19	Yes	Yes	Yes	Yes		Yes
EL 2.5 Financial Planning and Budgeting	12/9/19	Yes	Yes	Yes	Yes		Yes

EL 2.6 Financial Management and Operations	09/23/19	Yes	Yes	Yes	Yes		Yes
EL 2.7 Asset Protection	08/26/19	Yes	Yes	Yes	Yes		Yes
EL 2.8 Compensation and Benefits	10/28/19	Yes	Yes	Yes	Yes		Yes
EL 2.9 Communication and Support to the School Board	06/24/19 (Semi-annual)	Yes	Yes	Yes	Yes		Yes
	11/25/19	Yes	Yes	Yes	Yes		Yes

Statement of Assertion: Report is Reasonable and Evidence supports the Operational Interpretation	
2.9.2 Further, the Superintendent shall not: Be untimely in reporting any actual or anticipated noncompliance with any policy of the School Board.	
Operational Interpretation: I interpret this policy to mean that it is my responsibility to inform the Board if the organization swings significantly out of compliance or is likely to go out of compliance with any Executive Limitation or Ends policy independent of the timing for internal monitoring reports. In other words, I will not wait until a monitoring report is due to inform the Board of a compliance issue but will alert the Board as soon as is prudent and possible. I interpret "any policy" to include Executive Limitation and Ends policies.	
Justification: I submit this as a reasonable interpretation on the merit of its common sense approach. In a crisis, I must first "secure the situation" and then communicate. Therefore, alerting the Board at my first possible convenience is a logical approach.	
Measurement Plan: 1. Compliance will be measured using three (3) benchmarks: a. Administration's timely notification to the Board of any unanticipated non-compliance with any Board policy prior to the scheduled date of monitoring report review. b. Administration's adherence to the Monitoring Schedule per the Board Work Plan. c. The Board's request for additional monitoring.	
Evidence: 1. There were no instances of unanticipated non-compliance with any Board policy prior to the scheduled date of monitoring report review. 2. See evidence presented for EL 2.9.1. 3. See evidence presented for EL 2.9.1.	
Statement of Assertion: Report is Reasonable and Evidence supports the Operational Interpretation	

2.9.3 Further, the Superintendent shall not: Neglect to submit unbiased information required by the School Board or let the School Board be unaware of relevant trends.	
Operational Interpretation: I interpret "unbiased information required by the School Board" to be data that: 1. Seeks to provide facts, multiple perspectives, and the positive and/or negative consequences of any proposed action when the School Board requests such information for their deliberations (e.g. considering a new EL or Ends policy; 2. Neither promotes nor suppresses the true nature or logical outcomes that may result from the review of said data "Relevant trends" are interpreted as information that provides the School Board with key insights into emerging educational trends that might better inform the Board as they approach their governance responsibilities.	
Justification: The reasonableness of this interpretation is based on my past experience supporting School Board process and an awareness of the key issues facing the School Board and organization.	
Measurement Plan: Compliance shall be evidenced by: 1. The operational interpretations, justifications and data provided are timely, accurate, and provide credibility to my assertions of compliance as evidenced by final board action on the report. 2. The Superintendent shall provide "Incidental Information" reports at the monthly business meetings and assist the Board and Board Development Committee as they develop future focused workshop topics.	
Evidence: 1. See evidence for 2.9.1 2. See evidence for 2.9.4 3. Future Focused Topics Presented: a. Information on CMS Flex b. Assessment 101 Overview c. Nutrition Services Update d. Calendar Information e. Budget Assumptions and Timelines f. 2020-2021 Budget Draft g. Negotiations Update h. Capital Budget Summary i. COVID Updates for Future Decision Making j. Designing Pathways LTMFR and Construction Update k. 2019-2020 Ends Measurement Plan Review	
Statement of Assertion: Report is Reasonable and Evidence support the Operational Interpretation	

2.9.4 Further, the Superintendent shall not: Let the School Board be unaware of any significant incidental information it requires, including district press releases, anticipated media coverage, threatened or pending lawsuits, and material internal and external changes.	
Operational Interpretation: I interpret this policy to mean that I must inform the School Board of: 1. Incidental Information is interpreted as information that is significant to the organization but not information considered by the School Board to be educational or monitoring in nature. I think of it as "nice to know" items. Examples of this might range from the retirement of a staff member to an update on management's strategic planning process. 2. A threatened or pending lawsuit will be interpreted as a situation where the District has been notified in writing that an individual or group has retained legal representation for purposes of legally challenging the District. 3. Material internal or external changes are interpreted to be situations or decisions that a reasonable person would consider to have a significant impact on the district. Examples might include potential changes in state funding, organizational restructuring or process changes, etc. 4. The Superintendent is responsible for determining whether the change rises to the level of School Board notification. When in doubt, the Superintendent will consult with the School Board Chair to determine whether an issue is worthy of School Board notification and the proper course of notification.	
Justification: The reasonableness of this interpretation is based on my past experience supporting the School Board process.	
Measurement Plan: Compliance shall be evidenced by: 1. The Superintendent shall provide "Incidental Information" reports at their monthly business meeting. 2. The School Board's comparison of my notifications of any real or threatened lawsuits against actuals during the period being monitored. 3. The Superintendent adequately informed the Board of material changes during the period being monitored.	
Evidence: 1. Incidental Information Reports a. E-Cigarettes and Vaping b. Core Planning Team Update c. Mid-Year Budget Update d. COVID Updates e. Distance Learning Updates f. Reimagine MN Update g. Community Education Finance Update h. Food Service Finance Update i. 2019-2020 School Year Wrap Up and Planning for 2020-2021	

2. The Superintendent notified the Board as needed during the period being monitored. 3. The Superintendent notified the Board as needed during the period being monitored.	
Statement of Assertion: Report is Reasonable and Evidence supports the Operational Interpretation	
2.9.5 Further, the Superintendent shall not: Fail to advise the School Board if, in the Superintendent's opinion, the School Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of School Board behavior that is detrimental to the working relationship between the School Board and the Superintendent.	
Operational Interpretation: The Superintendent, while subordinate to the School Board, is empowered to manage the business of the District (otherwise known as the Means) unless specifically directed to do otherwise via the Executive Limitations policies. This policy directs me to advise the School Board if the School Board attempts to guide or influence any management function not specifically entrusted to the School Board. The Policy Governance model will only be successful if both the School Board and Superintendent adhere to its policies and tenants. There is an inherent risk for the Superintendent in advising the School Board it is out of compliance. The Superintendent should be confident that any alleged violation of this policy can be brought forth without fear of retaliation or retribution from the School Board or one of its members.	
Justification: In order for Policy Governance to function effectively, both the Superintendent and School Board must understand their roles and practice good governance.	
Measurement Plan: Compliance is measured by instances when the Superintendent is compelled to notify the School Board Chair and Vice Chair that one or more School Board members allegedly violated this policy. The Chair and Vice Chair will inform the School Board of any unresolved issues.	
Evidence: The Superintendent notified the Board Chair and Vice Chair as needed and appropriate during the period being monitored. During the monitoring period, the Board made no determinations that a violation of this policy has occurred.	
Statement of Assertion: Report is Reasonable and Evidence support the Operational Interpretation	

2.9.6 Further, the Superintendent shall not: Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and incidental.	
Operational Interpretation: 1. Information that is unnecessarily complex and/or lengthy is characterized by a reporting style that provides more information than is required, or contains irrelevant information that hinders effective Board deliberation and decision-making. 2. Information provided to the School Board using the principles of Policy Governance should conform and be labeled per the three types indicated in this policy. 3. The following defines the three types of information: a. Monitoring information. This category includes internal monitoring reports, external monitoring reports (e.g. annual audit), and data and interpretations collected for direct inspections. b. Decision Preparation. This category is composed of information the School Board requests or the Superintendent proactively supplies (see 2.9.3) to support the School Board in its work. c. Incidental Information. This information covers the gamut…from the "nice to know" events that occur in an organization to updates on management processes. Its purpose is to inform the School Board and is not presented for discussion or input.	
Justification: The interpretations for the types of information were provided during School Board training.	
Measurement Plan: 1. Compliance regarding complexity or length of the information format is measured by compliance with EL 2.9.1. 2. The appropriate placement, discussion, and action (if appropriate) of informational items on the board business meeting and workshop agendas each month. 3.	
Evidence: 1. See evidence presented for EL 2.9.1. 2. Evidence of compliance is demonstrated by Board action to approve meeting agendas during the period being monitored.	
Statement of Assertion: Report is Reasonable and Evidence support the Operational Interpretation	

2.9.7 Further, the Superintendent shall not: Provide a mechanism for official School Board, officer, or committee communications that is ineffective.	
Operational Interpretation: 1. An ineffective communication mechanism is interpreted as: a. Inefficient in reaching School Board members in a timely manner b. Unproductive in assisting School Board members in carrying out their duties c. Unsuccessful in clearly relaying the desired information and resulting actions for official School Board, officer, or committee communications are those defined as those mechanisms that provide timely, accurate, and understandable information that assists School Board members in carrying out their duties. Therefore, I interpret this policy to mean that I must provide the School Board a system for connecting effectively to the organization and to necessary governing information (e.g. School Board meeting materials, past documents).	
Justification: The operational interpretation is justified by the School Board's own selection of BoardBook and MS Outlook as technology solutions and the District website as the repository for official public documents.	
Measurement Plan: Compliance will be measured by the School Board's use of BoardBook, MS Outlook, and the District website and feedback regarding their user experience.	
Evidence: The Board has continued to use BoardBook, MS Outlook, and the District website as its main communication and information solutions.	
Statement of Assertion: Report is Reasonable and Evidence support the Operational Interpretation	
2.9.8 Further, the Superintendent shall not: Communicate with individual School Board members in addressing official School Board business except when responding to officers or committees duly charged by the School Board.	
Operational Interpretation: Elected members of the School Board have binding authority only when acting as a School Board legally in session except where specific authority is provided to School Board members or officers individually. Generally, the School Board is not bound by an action or statement on the part of an individual School Board member unless the action is specifically directed or authorized by the School Board.	

Justification: Minnesota Law provides for the specific powers and function of elected School Board members. Minnesota Statute §123.33 School Board Powers Minnesota Statute §123.34 School District Officers Minnesota Statute §123.35 General Powers BMD 3.1.2 provides guidance and instruction outlining the authority that an individual School Board member can exert upon the Superintendent.	
Measurement Plan: Compliance is measured by the number of instances when the Superintendent is compelled to report to the School Board Chair and Vice Chair, School Board member non-compliance of BMD 3.1.1. The Chair and Vice Chair will inform the School Board of any unresolved issues.	
Evidence: The Superintendent notified the Board Chair and Vice Chair as needed and appropriate during the period being monitored. During the monitoring period, the Board made no determinations that a violation of this policy has occurred.	
Statement of Assertion: Report is Reasonable and Evidence support the Operational Interpretation	
2.9.9 Further, the Superintendent shall not: Neglect to supply for the School Board's consent agenda, along with applicable supporting information, all decisions delegated to the Superintendent yet required by law, regulation, or contract to be School Board-approved.	
Operational Interpretation: I interpret this policy to mean that the new School Board agenda template developed through our current governance process transition will include one "consent agenda" area and that I am responsible for bringing any items onto the agenda in this section. Items listed will include reference as to the reason School Board approval is required and any governance policies the item might reference. I interpret "consent agenda" items differently from "Required School Board Decision" items on the agenda template. "Required School Board Decisions" are items requiring School Board approval AND their deliberative involvement.	
Justification: My interpretation of this policy is based on the Policy Governance model.	
Measurement Plan: Compliance with this policy shall be evidenced by the proper identification and placement of the items described in this policy on School Board agendas during the period being monitored.	

Evidence: 1. Evidence of compliance is demonstrated by Board action to approve meeting agendas during the period being monitored.	
Statement of Assertion: Report is Reasonable and Evidence support the Operational Interpretation	
2.9.10 Further, the Superintendent shall not: Allow the School Board to be unaware of potential consequences to the district posed by pending legislation or regulation.	
Operational Interpretation: I interpret this policy to mean that potential consequences of pending or realized legislation can be positive or negative and are the result of actions of the state and/or federal government. Pending legislation are those items that are introduced to the legislature in the form of new bills or modification to existing legislation. Regulations are the interpretation of enacted legislation by government entities charged with the responsibility of operationalizing approved legislation. Legislation and regulations are imposed upon the District as a political entity. The District is a political entity that is responsible to the State of Minnesota and the Federal government, and therefore is required to conform to and implement either direct legislation or the interpretation of legislation by government agencies. Pending legislation and resulting changes to expectations or established practices at the local level need to be communicated to the Board of Education. Therefore, my job related to this policy is to make sure the School Board is made aware of legislative impact to this district. I will normally use my "Incidental Report" to make the School Board aware of such situations unless the legislation causes the organization to go out of compliance. In such cases, the School Board may be informed via an Out of Compliance Email Alert.	
Justification: I consider my interpretation to be justified based on a common understanding of public education regulation and legislation.	
Measurement Plan: Compliance with this policy is evidenced by the multiple means by which the Board is kept apprised of proposed state and federal legislation or regulation, as well as inquiries from individual board members seeking further understanding or clarification of pending legislation.	
Evidence: The Board is copied in on email updates from AMSD and MSBA on a regular basis. The Superintendent also forwards or provides a summary of additional information from MDE, MDH, MASA and AASA as needed and appropriate.	
Statement of Assertion: Report is Reasonable and Evidence support the Operational Interpretation	

2.9.11 Further, the Superintendent shall not: Send letters or surveys under the School Board's name or on behalf of the School Board without School Board approval.	
Operational Interpretation: It is not uncommon for information to be disseminated or gathered on behalf of the District as a whole or "on behalf of" the School Board. Due to the separation of duties as evidenced by School Board Policy, it is inherent upon Administration to clearly identify the source of the request and to whom the information will be divulged when sharing, communicating, or collecting data. 1. Neither Superintendent nor any school employee may represent the "School Board" in any letter sent to stakeholders without the express approval of the School Board via official School Board approval. 2. The Superintendent and designees shall clearly declare the origin and potential use of any survey seeking input from owners, and under no circumstance represent the request for information on behalf of the School Board without School Board approval.	
Justification: Policy Governance theory and policy clearly indicates the roles of the School Board and Superintendent which is the driving rationale for this interpretation.	
Measurement Plan: Compliance with this policy will be evidenced by: 1. The existence of any formal requests by the Superintendent for School Board signoff of letters, etc. during the monitoring period. 2. Surveys undertaken by the Administration do not attribute the Board as requesters or recipients of the collected data.	
Evidence: 1. There were no requests by the Superintendent to have the Board sign off on any letters. 2. There were no surveys undertaken that were attributed to the Board as requestors.	
Statement of Assertion: Report is Reasonable and Evidence support the Operational Interpretation	
School Board member's summarizing comments:	