



Shorewood
SCHOOL DISTRICT

Operational Expectations Monitoring Document

OE-3 Treatment of District Constituents (Families & Caregivers, Students and Staff)

(Revised November 2021)

Certification of the Superintendent: *With respect to Operational Expectation 3 (Treatment of Stakeholders), taken as a whole, the superintendent certifies that the proceeding information is accurate and complete, and is:*

- In Compliance
 In Compliance with Noted Exceptions
 Not in Compliance

Signed: Laurie Burgos, Superintendent

Date: September 26, 2023

Executive Summary

This OE-3 Monitoring Document focuses greatly on how we as a district seek engagement with constituents - defined as our families/caregivers, students, and staff, and to what degree people feel the treatment (as defined) they receive from the school district meets their needs and expectations. The past year was distinguished by an operating referendum communications effort, and increased coordination of District and school communications across a variety of topics (health and safety, assessments, policy updates, etc.).

Across the board, School Perceptions survey results show that families were more satisfied with District communications during the 2022-2023 school year than during the prior school year, with notable improvement in satisfaction with the effectiveness and timeliness of District communications. Additionally, there appear to be no significant differences in responses to satisfaction with communications and opportunities for feedback based on respondents' race, ethnicity, gender, or other available identity grouping.

Email continues to be the number one way constituents prefer to receive and submit feedback, the second and third most preferred ways are through Parent/Teacher Conferences (63.8%) and Conversations with teacher/administrators (61.6%). These results are consistent with preferred communication methods indicated on the School Perceptions survey in 2021-22.

The Superintendent's Entry Plan Report will establish internal and external communications priorities for the 2023-2024 school year. Some areas of focus to enhance information sharing and constituent dialogue in 2023-2024 are:

- District, school, and Board email updates will be further leveraged in 2023-2024 to share important information with students and their families/caregivers and ensure timely communications;
- The District will update the website to improve navigation and the organization of key information, and increase messaging about using email to provide feedback, as this was the top feedback tool;
- Additionally, the District will create content that reflects the District's distinctive educational approach and student results through a themed communications effort (Excellence Means More Here), with tailoring messaging to District constituents; and
- The District also aims to provide more face-to-face opportunities for constituents to interact with school staff members, and increasing in-person participation in parent/teacher conferences, ad-hoc committees and other school events is a priority.

Disposition of the Board:***With respect to Operational Expectation 3 (Character and Citizenship), the Board:*** Accepts the report as fully compliant Accepts the report as compliant with noted exceptions (3/2) Finds the report to be noncompliant**Summary statement/motion of the Board:******Correct any instances in the document that refer to "stakeholder" to be "constituent."*******Correct any instances where survey respondents' percentages are cited, to be sure we say "percent of respondents" rather than "percent of parents and caregivers," etc.******Notes for next monitoring:******3.3, Indicator 1:*******Could we hear more about the way we handle the questions submitted to the "submit a question or concern" portal? Beyond just the number, we're interested in seeing that administration is looking for patterns and responding in a timely fashion and accurately.******Notes for next revision:******Recommendations about use of Google Analytics or other metrics?*****Signed: Emily Berry, Board President****Date: September 26, 2023**

OE-3: Treatment of District Constituents

The Superintendent shall maintain a District culture that encourages the involvement of all stakeholders and staff, treating them with respect, dignity and courtesy. Oversight of the District will address constituents with empathy and sincere consideration.

Superintendent Interpretation:

- **Constituents** shall mean all persons who have a direct relationship with the District, such as parents, guardians, students and staff.
- **Staff** shall mean all persons who are employed in any capacity by the District.
- **A District culture** shall mean a manner of behaving and operating respectfully, with dignity and courtesy as evidenced by actions, protocols, practices, and procedures outlined in Board and District policies.

Board Comments:

<p>OE-3.1</p> <p>Protect confidential information.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>
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Superintendent Interpretation:

- **Protect** shall mean processes and procedures to receive, disseminate, process, or store official records in the District, so that third parties are not able to determine the confidential identity of others.
- **Confidential** shall mean a category of information that is not made public (except as provided for by law) and is only communicated to authorized personnel (who require the information for legitimate professional purposes).

<p>Board Indicator 1:</p> <p>There is no unauthorized release of confidential information in the District as evidenced by the lack of complaints resulting from such release.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
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Evidence: The school district handles a wide variety of confidential student and staff data and is charged with protecting this data. Given this complexity and the importance of this protection, District policy guides this topic. Policy [8350](#) - Confidentiality - outlines the key areas needed for compliance in this area. The District has systems in place regarding collection, storage, and release of this confidential data (e.g. medical records, specific student data/records, Family & Medical Leave information). These systems work effectively.

In 2022-23, there was no unauthorized release of confidential information and, therefore, no complaints on this matter.

<p>Board Indicator 2:</p> <p>There is no favorable (Claimant wins over district) grievance or legal action taken against the District for unauthorized release of confidential information.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
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Evidence: There was no release of confidential information and, therefore, no legal action in 2022-2023.

Board Comments:

<p>OE-3.2 Effectively handle complaints.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>
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Superintendent Interpretation:

- **Effectively handle** shall mean to abide by established procedures to address concerns as necessary and resolve such concerns with a defined course of action per District Policy 9130 - Public Requests,

Suggestions, or Complaints

- **Complaint** shall mean a concern for discrimination and/or harassment received by administration.

<p>Board Indicator 1:</p> <p>Complaints not involving students are resolved without legal action or by the District being declared the prevailing party when formal hearings or litigation results.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence: One complaint not involving students resulted in legal action during the 2021-2022 school year. This case is still pending.</p> <p>As part of OE 3.2, the school district provides numerous avenues for registering and resolving complaints. District Policy 9130 - Public Requests, Suggestions, or Complaints outlines steps to be taken in addressing complaints and suggestions related to all facets of the District's operations, as well as student programs and services.</p>		

<p>Board Indicator 2:</p> <p>Complaints received from parents or guardians involving schools (including students) are handled by the Student Services Office, per the requirements of the Department of Public Instruction's Pupil Nondiscrimination and Education Equity report, which takes into account the nature of the complaint and is documented in the Office of Civil Rights Non-Discrimination Report.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence: Any formal complaints received were handled by the Students Services Office, per the requirements of the Department of Public Instruction's Pupil Nondiscrimination and Education Equity report. The complaints were documented and filed as needed/required in the Office of Civil Rights Non-Discrimination Report.</p> <p>Reporting on adult employee interactions with students is covered in OE 4.</p>		

Board Comments:

<p>OE - 3.3</p> <p>Maintain a District culture that:</p> <p>A. values differences of opinion, experience and perspective;</p> <p>B. reasonably includes people in decisions that affect them;</p> <p>C. provides open and honest communication in written and interpersonal interaction;</p> <p>D. focuses on common achievement of the Student Results policies;</p> <p>E. is open, collaborative, responsive and welcoming;</p> <p>F. commits to identity, ability and cultural equity.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p>
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Superintendent Interpretation:

- **“Values individual differences”** shall mean that constituents in the District can express their thoughts and ideas, whether aligned with/or contrary to a given direction adopted by District leadership.
- **“Reasonably includes”** shall mean constituents have ample opportunity to provide feedback and share different points of views when decisions allow for such input. Since the District budget and major initiatives are driven by the annual District Action Plan, its development will reflect opportunities for input from teachers, parents, administrators, and the community for each year.
- **“Open and honest communication”** shall mean having the opportunity to freely express oneself about the progress toward or achievement of District goals.
- **“Interpersonal interaction”** shall mean the exchange of information, feelings and meaning, both verbal and nonverbal messages.
- **“Open, responsive and welcoming”** shall mean an environment where people with varying viewpoints can express their thoughts and opinions openly without fear of ridicule or other negative repercussions.
- **“Commits to identity, ability and cultural equity”** shall mean people are provided with resources as they need them regardless of their differences.

<p>Board Indicator 1:</p> <p>The District provides at least five (5) mediums for feedback and input from constituents.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
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Evidence: It is key to provide a wide variety of sources to both disseminate information and to attain feedback. The District's Operating Referendum communications plan was a notable 2022-2023 initiative that included a variety of engagement and feedback opportunities, including in-person information/Q&A sessions throughout the community, direct mail pieces and curated digital content (website and social media). The in-person sessions, social media posts and the District website provided direct feedback tools, which were important to addressing specific questions and concerns proactively, and to refining the District's messaging around this critical topic.

Annually, the District uses a wide variety of mechanisms to attain feedback from constituents (students, staff, and parents/caregivers). Five (5) key mediums for District feedback include:

Emails:

- All electronic communications from the District or from schools to parents/caregivers through Infinite Campus include instructions for submitting questions and feedback to the Superintendent, administrators and/or school principals or include contact information at the bottom of the communication;
- The District responded by email to 81 questions submitted (from families/staff) through the various portals on our website during the 2022-2023 school year and our goal is to provide a response within 48 hours;
- During the 2022-2023 school year, the District added a non-discrimination statement to the footer of all District email addresses. This information is also included on all public printed materials, in accordance with state and federal Civil Rights compliance guidelines.

Phone Calls:

- The Superintendent, District administrators, building principals, faculty and staff regularly respond to phone calls from District families and residents.
- The District aims to return phone calls within 48 hours - this is important as conversations with administrators/teachers is one of the top three communications preferences for families (61.5%).
- To reduce constituents' need to use voicemail, the District phone system transfers calls to a District office before connecting with voicemail if an initial call goes unanswered.

Surveys:

- The annual School Perceptions Survey (Parents/Community Members, students and staff) has been conducted annually since 2017. Additionally, the District used these surveys to encourage communication with constituents during the year:
 - A bi-annual Youth Risk Behavior Survey of students in grades 9-12 administered by the Centers for Disease Control and Prevention (CDC);
 - An outreach survey and candidate endorsement surveys available to staff, students and District parents/caregivers that provided input on the search for the District's Superintendent, administered in partnership with the School Board and School Exec Connect;
 - Additional parent, staff and student surveys regarding final candidates for District leadership positions; and
 - Informal surveys administered by schools and departments to collect feedback about specific topics.

Meetings and Events (virtual and in-person):

- In addition to participating in Board Linkage sessions with a variety of constituent groups, District leaders attended meetings and events that engage constituents throughout the year, including:
 - Regular meetings with the Shorewood Education Association and Shorewood Education Assistants Association;
 - Building-level ICS team meetings, other staff meetings and training sessions;
 - Meetings with SEED and other District support groups; and
 - Orientation/open house events for school learning communities and other school events; In total, there were 14 [Linkage discussions](#) in the 2022-2023 school year.

Website:

- The “Submit a Question/Concern” portal has remained prominent on the District website; 81 questions were submitted through the portal during the 2022-23 school year;
- The District also created website sections to address Operating Referendum questions, legislative advocacy and financial stewardship.

Social Media - Feedback is provided by families/community members via the District’s social media messenger systems; 14 questions via Facebook were sent to the District in the 2022-23 school year; the District responds to all questions submitted within 48 hours and, where appropriate, in the posts’ comments sections;

Board Meetings: There were 62 public comments made at Board meetings during the 2022-23 school year.

Board Indicator 2:

	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
At least 70% of constituents believe that the District and schools communicate effectively.	Not Compliant	Not Compliant

Evidence: This year, School Perceptions survey results improved broadly, with constituents replying more favorably to survey questions directed at District communications:

- 79% of families are satisfied with the communication that comes from the District (up from 75.5% last year).
- 81% of families are satisfied with the communications coming from the schools (80.3% last year)
- 88% of District families believe the District is effective in providing timely communications via multiple channels (up from 84.2% last year)
- 85.8% of participants believe the schools are effective in providing timely communications via multiple channels

To improve communications in the 2023-24 school year, the District will concentrate efforts on sending the majority of information through the following top three preferred communications channels:

- 1) Email (92.1%) - staff/administration will strive to respond to every email within 48 business hours;
- 2) Student Conferences (63.7%) - conferences will continue to be strongly promoted and held twice per year at each school (with in-person and virtual options at all grade levels); and
- 3) Conversations with teachers/administrators (61.5%) - the District will strive to return phone calls within 48 hours & schedule in person meetings when necessary.

The District will also focus on internal communications, including a new District newsletter, staff emails and school and classroom visits.

<p>Board Indicator 3:</p> <p>At least 70% of constituents believe their interactions with District/school personnel have been positive and they feel comfortable visiting District facilities.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence: The School Perceptions parent/community survey shows that, largely, our families believe their interactions with District staff have been positive and they feel welcome and comfortable when visiting the different facilities in our District. This is a point of pride for the school district.</p> <ul style="list-style-type: none"> ● 87% of families "Agreed" or "Strongly Agreed" with the following statement: "School staff treat everyone with dignity and respect." ● 83% of families "Agreed" or "Strongly Agreed" with the following statement: "I have at least one school staff member I feel comfortable contacting when I have an idea or concern." ● 88 % of families "Agreed" or "Strongly Agreed" with the following statement: "I feel welcomed at my child's school." ● 77% of families "Agreed" or "Strongly Agreed" with the following statement: "I feel comfortable sharing ideas with staff." <p>There is room for improvement in interactions with all constituencies, including staff. Last year's School Perceptions results pointed to a number of areas that the District will focus on, including internal communication, responsiveness, and increasing administrators' presence in schools.</p>		

<p>Board Indicator 4:</p> <p>The District website includes accessibility features to increase access for all stakeholders.</p>	<p><u>Superintendent</u></p> <p>Compliant</p> <p>Not Compliant</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Not Compliant</p>
<p>Evidence: The Shorewood School District website has embedded accessibility features:</p> <ul style="list-style-type: none"> ● <u>Visual Web Accessibility</u>: Our website is designed to be easily readable with clear headings, distinguishable links, resizable text, and high contrast color combinations for visitors with reduced vision. For blind users, website controls and images are coded to allow screen readers and other assistive technology to easily navigate and dictate the visual elements of the site. ● <u>Motor Web Accessibility</u>: Behind the scenes of our website is code that allows visitors with motor disabilities to navigate the website, skim through pages, and fill out forms by keyboard alone or through other assistive technology. Users can interact with content without time limits or unpredictable navigation. ● <u>Auditory Web Accessibility</u>: Visitors to our website with auditory disabilities can still enjoy videos, as closed captions and transcripts are automatically generated for videos uploaded to Edlio websites. The video player controls also allow for pausing and adjusting volume easily. ● <u>Cognitive Web Accessibility</u>: Navigation is clear, visual effects are not distracting, and video and audio are easily controlled. Plus, built-in tools for creating pages, news items, and calendar entries allow webmasters to produce content that is well structured for all visitors. Every District video or photo that is 		

posted to the website has captions that accompany the content. This is required or the video/photo is not postable.

- Multilingual Website Accessibility: The District has over 40 languages spoken across all schools. The website has a google language translation application that can translate the entire website into 108 different languages. Any important attachments that are not automatically translated by this feature are translated manually by Multilingual Learner Coordinator Roxanne Tibbits and her team of translators.

Maria Campbell, Communications Specialist, will be working with Edlio, our website provider, to redesign the District website in the first quarter of the 2023-24 school year.