



**Operational Expectations Monitoring Document
OE-6 Communicating with the Board**

Certification of the Superintendent: *With respect to Operational Expectation 8 (Communicating with the Board), taken as a whole, the superintendent certifies that the proceeding information is accurate and complete, and is:*

_____ In Compliance
 X In Compliance with Noted Exceptions
_____ Not in Compliance

Signed: Laurie Burgos , Superintendent **Date:** November 14, 2023

Compliance Review:

6.1	Compliant	6.8	Compliant
6.2	Compliant	6.9	Compliant
6.3	Compliant	6.10	Compliant
6.4	Compliant	6.11	Compliant
6.5	Compliant	6.12	Compliant
6.6	Compliant with Exceptions	6.13	Compliant
6.7	Compliant		

Executive Summary

The goal of this Operating Expectation is to ensure that Board members are fully and adequately informed about matters that come before the School Board, progress toward goals, and significant issues that impact the District.

In addition to a semi-annual survey of Board members regarding multiple areas of communication, the timeliness and quality of Work Plan execution, and fidelity to policies that govern the relationship between the School Board and Superintendent inform this Operational Expectations Monitoring Document. Board members were unanimous in terms of 2022-2023 compliance indicators measured through the semi-annual survey; the one area of non-compliance reflects the Board/Superintendent decision not to report on Governance Culture during the term of the Interim Superintendent.

Execution of the District's Operating Referendum communications plan (January-April, 2023) was a significant element of Board/Superintendent communications last year, including frequent dialogue about the impact of proposed state funding and the need for legislative advocacy. Organization of a library of financial stewardship documents on the District website was outlined as an OE 6 goal for 2022-2023, and this was prioritized throughout the year. A website upgrade plan was also a goal; work on this initiative began in September 2023 and enhancements to the website are scheduled for completion in December 2023.

Ongoing collaboration to make sure Board/Superintendent communications tools are evolving to address student needs and related operations, and that the Board review and approval process is in compliance with DPI and statutes, is a priority. An audit of Operational Expectations and Results Policies, Board/Superintendent governance policies and District policy will be a focus for this year. Concurrent with this review, the District will:

- Expand discussion of data use in Board reports, particularly in the development of school growth plans and design of individual student learning plans;
- Document the Operational Expectations and Student Results Report revision process; and
- Streamline the Board of Education section of the District website and make Board policy, reports and meeting agendas more user-friendly.

Disposition of the Board: *With respect to Operational Expectation 6 (Communicating with the Board), the Board:*

- Accepts the report as fully compliant
- Accepts the report as compliant with noted exceptions
- Finds the report to be noncompliant

Summary statement/motion of the Board:



Signed:

_____ Board President
Emily Berry

Date: November 14, 2023

OE-6: Communicating with the Board

The Superintendent shall assure that the Board is fully and adequately informed about matters relating to Board work and significant District concern.

Superintendent Interpretation

- The Board values complete information in a reasonable timeframe on notable issues and happenings in the schools and on issues that are relevant to its role and responsibilities.
- **Fully and adequately informed** shall mean that each Board Member receives enough information in a timely fashion to fulfill his or her responsibilities.
- **Matters relating to Board work** shall mean items outlined in all of the Coherent Governance Policies of the Board.
- **Significant district concern** shall mean matters that will have a material impact on the District’s achievement of Board results policies.

<p>OE - 6.1 Submit required monitoring data (see policy B/SR-5-Monitoring Superintendent Performance) in a thorough, accurate and understandable fashion, according to the Board's annual work plan schedule, and including both Superintendent interpretations and relevant data to substantiate compliance or reasonable progress.</p>	<p align="center"><u>Superintendent</u></p> <p align="center">Compliant</p> <p align="center">Compliant with Exceptions</p> <p align="center">Not Compliant</p> <p align="center">Data Not Available</p>	<p align="center"><u>Board</u></p> <p align="center">Compliant</p> <p align="center">Compliant with Exceptions</p> <p align="center">Not Compliant</p> <p align="center">Data Not Available</p>
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Superintendent Interpretation

- The Board values complete information within an estimated timeframe on notable issues and happenings in the schools and on issues that are pertinent to its role and responsibilities.
- **Monitoring data** shall mean evidence provided by the Superintendent and his staff to support accomplishment of the indicators of compliance and reasonable progress.
- **Annual work plan** shall mean the schedule of indicator reports and monitoring reports outlined by the Board.
- **Substantiate compliance or reasonable progress** shall mean to determine whether the Superintendent or District has accomplished the measurable targets or operational standards outlined in the OE and results indicators.

Board Indicator 1: The District submits 100% of the monitoring data per the Board's annual work plan for all OE and Results policies.	<u>Superintendent</u> Compliant Not Compliant	<u>Board</u> Compliant Not Compliant
Evidence: All Operational Expectations and Results Monitoring Reports have been submitted in accordance with the Board's annual work plan or alternative Board direction.		

Board Comments:

OE- 6.2 Provide for the Board, in a timely manner, information about trends, facts and other information relevant to the Board's work.	<u>Superintendent</u> Compliant Compliant with Exceptions Not Compliant	<u>Board</u> Compliant Compliant with Exceptions Not Compliant
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Superintendent Interpretation

- **Timely manner** shall mean appropriate relative to the urgency or uniqueness of the situation.
- **Relevant to the Board's work** shall mean items outlined in all of the Coherent Governance Policies of the Board.

Board Indicator 1: In a poll of Board members each June and December, at least four Board members believe they have been provided relevant information in a timely manner during the previous year.	<u>Superintendent</u> Compliant Not Compliant	<u>Board</u> Compliant Not Compliant
Evidence: All Board members (5) indicated they were provided with relevant information in a timely manner during the prior year. Survey comments include: <i>"Our memos from Dr. Sternke and Dr. Burgos have been thorough and timely."</i>		

Board Comments:

<p>OE- 6.3 Inform the Board of significant transfers of money within funds or other changes substantially affecting the district's financial condition.</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

- **Significant transfers of money** shall mean any movement of money in budget line items over \$50,000 from one line item to another.
- **Substantially affecting the district's financial condition** shall mean contrary to the indicators and interpretations outlined in OE-5 and OE-6.

<p>Board Indicator 1: The annual audit of the District's finances (Comprehensive Annual Financial Report) reveals no instance in which a significant amount of money was transferred from one line item to another without having informed the Board and that no other changes substantially affecting the District's financial condition were made without having informed the Board.</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 financial records of the District are audited yearly by an independent certified public accountant in compliance with state statutes and good business practices. The audit is conducted in conformance with generally accepted auditing standards and DPI regulatory requirements, and on behalf of the Board of Education. The auditors - Clifton, Larson, Allen LLP - provided the District's 2022 audit report on January 24, 2023. In its report, the auditors identified no issues regarding internal controls, financial reporting or compliance related to auditing standards (GASB) adopted by the District in 2021. For transparency, the audit is posted on the Business Services Department page on the district website.

Board Comments:

<p>OE- 6.4 Assure that the Board has adequate information from a variety of internal and external viewpoints to assure informed Board decisions.</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

- **Adequate information** shall mean sufficient data, document, communications and reports for each Board

member to fulfill his or her responsibilities.

- **Variety of internal and external viewpoints** shall mean opinions and perspectives from sources inside and outside the school system.

<p>Board Indicator 1: In a poll of Board members each June and December, at least four Board members believe they have been provided adequate information from a variety of viewpoints from inside and outside the system.</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: All Board members indicated compliance with this indicator in the semi-annual Board communications survey.</p>		

Board Comments:

<p>OE- 6.5 Inform the Board of concerns that have anticipated media coverage.</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

- **Concerns** shall mean damaging reports, stories or commentary that may appear in the media.
- **Anticipated** shall mean reasonably predictable or probable.

<p>Board Indicator 1: In a poll of Board members each June and December, at least four Board members believe they have been provided appropriate notice with regard to concerning reports, stories or commentary that may appear in the media.</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: All Board members indicated compliance with this indicator.</p>		

Board Comments:

<p>OE- 6.6 Inform the Board, the Board president or individual members if, in the Superintendent's opinion, the Board or individual members have encroached into areas of responsibility assigned to the Superintendent or if the Board or its members are non compliant with any Governance Culture or Board/Superintendent Relations policies.</p>	<p style="text-align: center;"><u>Superintendent</u></p> <p style="text-align: center;">Compliant</p> <p style="text-align: center;">Compliant with Exceptions</p> <p style="text-align: center;">Not Compliant</p>	<p style="text-align: center;"><u>Board</u></p> <p style="text-align: center;">Compliant</p> <p style="text-align: center;">Compliant with Exceptions</p> <p style="text-align: center;">Not Compliant</p>
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Superintendent Interpretation

- **Encroached into** shall mean taking action, making requests of staff, or delving in to outside of the role of the board and into the work of the Superintendent or District as delineated by the Governance policies.
- **Non-compliant with any Governance Culture or Board/Superintendent Relations** shall mean contrary to the policies outlined by the Board's Coherent Governance policies.

<p>Board Indicator 1: The Superintendent provides an annual report on each Board member identifying compliance or non-compliance of the Governance Culture. If non-compliance is identified, the specifics of any non-compliance of the Governance Culture or Board/Superintendent Relations policies by Board Members or any encroachment by Board Members into the areas of responsibility assigned to the Superintendent will be documented.</p>	<p style="text-align: center;"><u>Superintendent</u></p> <p style="text-align: center;">Compliant</p> <p style="text-align: center;">Not Compliant</p>	<p style="text-align: center;"><u>Board</u></p> <p style="text-align: center;">Compliant</p> <p style="text-align: center;">Not Compliant</p>
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Evidence: A review of Governance Culture and Board/Superintendent Relations policies was reviewed during the Board orientation process and at other times throughout the year, however, an annual report on Governance Culture was not provided to the School Board during the term of the Interim Superintendent.

Board Comments:

<p>OE- 6.7 Present information in clear and concise form, indicating whether the information is incidental, intended for decision preparation or for formal monitoring.</p>	<p style="text-align: center;"><u>Superintendent</u></p> <p style="text-align: center;">Compliant</p> <p style="text-align: center;">Compliant with Exceptions</p> <p style="text-align: center;">Not Compliant</p>	<p style="text-align: center;"><u>Board</u></p> <p style="text-align: center;">Compliant</p> <p style="text-align: center;">Compliant with Exceptions</p> <p style="text-align: center;">Not Compliant</p>
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Superintendent Interpretation

- **Clear and concise** shall mean using language that is not industry specific and can be understood by people without an educational background.

● **Information is incidental, intended for decision preparation or for formal monitoring** shall mean identifying the use of the information that is provided so Board Members can properly prepare.

<p>Board Indicator 1: In a poll of Board members each June and December, at least four Board members believe they have been given information in a way they could understand.</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: All Board members indicated compliance with this indicator. Survey comments included: <i>“Memos and the Superintendent’s Reports have been at the right level of detail for me.”</i></p>		

<p>Board Indicator 2: In a poll of Board members each June and December, at least four Board members believe they understood the intent of the information they received.</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: All Board members indicated compliance with this indicator.</p>		

Board Comments:

<p>OE- 6.8 Treat all members impartially and assure that all members have equal access to 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

● **Treat all members impartially** shall mean to interact with every Board member in a professional and respectful manner, and to communicate with each one in the amount and manner necessary for each Board member to fulfill his or her responsibilities, duties, and Board-assigned tasks.

● **Equal access to information** shall mean that every Board member shall receive the same verbal and written communications and documents on matters that are a concern to the Board as a whole and upon which the board makes decisions.

<p>Board Indicator 1: In a poll of Board members each June and December, at least four Board members believe they have been treated equally and have equal access to 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>
<p>Evidence: All Board members indicated compliance with this indicator.</p>		

<p>Board Indicator 2: Documents for work sessions for Board members are distributed equally and at the same time 100% of the time.</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 Superintendent's Office provides a weekly memo to all Board members that captures follow up from Board meetings, school and district updates and current administrative and operational issues. This is a key communications tool, as is use of BoardBook, the platform used to publish Board meeting agendas and postings, and to share documents - including Operational Expectations and Results Monitoring Reports and the Superintendent's Report - with Board members in advance of Board meetings.</p>		

Board Comments:

<p>OE- 6.9 Inform the Board in a timely manner of any actual or anticipated noncompliance with any Board Operational Expectations policy or any anticipated failure to achieve reasonable progress toward any Results policy.</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

- **In a timely manner** shall mean at the next scheduled work session or Board meeting after the time when the Superintendent has confirmed with staff that the District is likely to be "noncompliant" with regard to any OE policy or when the Superintendent determines that the District has failed to make reasonable progress toward the Results policy.
- **Actual noncompliance** shall mean failure to meet the indicators of compliance as outlined in the OEs and as determined by the Board after the monitoring report.
- **Anticipated noncompliance** shall mean likely failure to meet the indicators of compliance as outlined in the OEs as determined by the Superintendent and his staff after review of relevant data.
- **Reasonable progress** shall mean sufficient achievement gains to achieve the targets outlined in the

<p>Board Indicator 1: The Superintendent brings to the Board 100% of the instances they anticipate noncompliance with Board Operational Expectations or Results policy.</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: Collaborative work among administrators, building leaders, and School Board members over the past year continues to improve the scope of Operational Expectations and Results Monitoring Reports, and evaluation of specific activity in terms of compliance with Board indicators.

Noncompliance issues resulting from the changing availability of certain data (e.g., staff compensation and benefits statistics), inconsistent peer district comparisons, and the discontinuation of certain progress monitoring tools have been brought to the Board’s attention as part of the reporting process. A renewed focus on District data trends has been established with the return to in-person learning following the pandemic revisions, and reports to the School Board have noted other pandemic-related compliance issues over the past two years. As joint review and discussion of Operational Expectations and Student Results Reports continues, the District will:

- Include issues of non-compliance in our continuous improvement processes;
- Expand data use and discussions in the presentation of OE and R reports, including new student screening tools (SAEBRS), Educator Effectiveness reporting, and additional disaggregated data and comparisons;
- Provide additional context for curriculum mapping and standards alignment, and for literacy and numeracy results in R2 (Academic Achievement and Growth); and
- Continue to build on existing financial reporting to aid communication and transparency for Board and community members.

Board Comments:

<p>OE- 6.10 Provide for the Board adequate information about all administrative actions and decisions that are delegated to the Superintendent, but required by law to be approved by the Board.</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

● **Adequate** shall mean sufficient communication and information that will allow the Board to fulfill its responsibilities as described by state law.

● **Administrative actions and decisions** shall mean steps taken by the Superintendent to manage the day-to-day operation of the District and meet the responsibilities outlined in the OE policies.

- **Delegated to the Superintendent** shall mean specifically (in either District or Board policy) assigned as a responsibility of the Superintendent by the Board.

<p>Board Indicator 1: The Superintendent brings to the Board 100% of the decisions required by law to be approved by the Board on the Superintendent's Consent Agenda, including personnel decisions, school district calendar, and budget approval.</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: District personnel changes (certified staff and administrators), monthly financial reports and student activities that require Board approval are presented in the Superintendent's Consent Agenda at each Board meeting, as needed. Approvals associated with the District budget development process, the Instructional Calendar, the District's Open Enrollment Recommendation and other action required by law or by the Department of Public Instruction are also scheduled for Board review and action, per the Board Annual Work Plan.</p>		

<p>Board Indicator 2: In a poll of Board members each June and December, at least four Board members believe that they have been provided adequate information regarding administrative decisions that are delegated to the Superintendent, but required by law to be approved by the Board.</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: All Board members indicated compliance with this indicator.</p>		

Board Comments:

<p>OE- 6.11 Inform the Board in a timely manner of the administrative disposition of significant complaints presented to the Superintendent by the Board.</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

- **In a timely manner** shall mean by the next work session or regular meeting of the School Board.
- **Administrative disposition** shall mean how the complaint was handled or resolved.
- **Significant complaints** shall mean any concern or issue that is disruptive to operations or student learning, falls under the Board's legitimate purview and is presented to the Superintendent by the Board.

<p>Board Indicator 1: The Superintendent responds to every Board complaint with an explanation of how the situation/complaint has been addressed.</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: In addition to direct communication with Board members, the weekly Board memo is used to discuss and document Board and/or community member complaints, as well as emerging administrative and operational issues at the District or building level.</p> <p>Weekly updates include a review of dialogue with the Board, summaries of communications with District staff and families and copies of these communications, if needed, and a review of upcoming calendar items and personnel and policy updates. Updates regarding facilities, recreation and community services programs, etc., are provided as needed.</p>		

Board Comments:

<p>OE- 6.12 Inform the Board in advance of any deletions of, additions to or significant modifications of any instructional programs.</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

- **Deletions, additions, significant modifications** shall mean removal or editing of valuable learning opportunities that require considerable professional development or resources to change.
- **Instructional programs** shall mean the teaching practices and classroom instruction that have valuable learning opportunities in the District's schools.

<p>Board Indicator 1: The Superintendent briefs the Board on 100% of any significant changes to the instructional programs prior to the implementation of the change.</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: Following extensive disruptions that were a result of the pandemic, the Superintendent and administrative and school leadership teams have fully reestablished the systems in place that govern the delivery of instructional programs and the associated staff and professional development. Issues, changes and progress are regularly reported through the weekly memo and the Superintendent's Report.</p>		

Board Comments:

OE- 6.13 Inform the Board in advance of any significant changes to any district policies.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

Superintendent Interpretation

• **Significant changes** shall mean changes by the Federal, State or Local Government that affect the day-to-day operation of the District or changes that impact employees, students, or stakeholders in more than routine ways.

Board Indicator 1: The Superintendent brings forward 100% of deletions of, additions to, or a significant modification of District Policy that are required by law to be approved by the Board.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence: The Board receives updates, as needed, regarding District policy work that is managed by NEOLA, and NEOLA continues to be responsible for providing technical and policy revisions required by state and federal law directly to the District. District policy is updated at least twice annually to reflect changes in the law, relevant citations, etc.

Separately, the District continues to work on revisions to staff handbooks for all employee groups, and Board members are kept abreast of this work through the weekly memo.

Board Comments: