



Monday, May 6, 2024
Board of Education Work Session

APPLETON AREA SCHOOL DISTRICT
BOARD OF EDUCATION WORK SESSION
Scullen Leadership Center
131 E. Washington Street, Suite 1A
Appleton, WI 54911
Time: 4:00PM

Board of Education Work Sessions are not broadcast via live stream but are open to the public unless otherwise noticed. Any special needs or any requests for accommodations related to accessing the meeting should be sent to Kayla Malott, at malottkayla@aasd.k12.wi.us or (920) 852-5300 ext. 60111, at least 24-hours in advance of the meeting.

1. Meeting Opening

Subject	A. Roll Call
Meeting	May 6, 2024 - Board of Education Work Session
Category	1. Meeting Opening
Type	Discussion, Information, Report

2. Monitoring Reports (OE-8.1: Submit required monitoring data in a thorough, accurate and understandable fashion, according to the Board's annual work plan schedule.)

Subject	A. Monitoring: OE 8-Communicating with the Board
Meeting	May 6, 2024 - Board of Education Work Session
Category	2. Monitoring Reports (OE-8.1: Submit required monitoring data in a thorough, accurate and understandable fashion, according to the Board's annual work plan schedule.)
Type	Discussion, Information, Report

File Attachments
[OE-8 Communicating With and Support for the Board.pdf \(497 KB\)](#)

Subject	B. Monitoring: OE 9-Communicating with the Public
Meeting	May 6, 2024 - Board of Education Work Session

Category	2. Monitoring Reports (OE-8.1: Submit required monitoring data in a thorough, accurate and understandable fashion, according to the Board's annual work plan schedule.)
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Type	Discussion, Information, Report
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File Attachments

[OE-9 Communicating with the Public .pdf \(442 KB\)](#)

3. Adjourn

Subject	A. Adjournment of Work Session
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Meeting	May 6, 2024 - Board of Education Work Session
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Category	3. Adjourn
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Type	Discussion, Information
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Success for
Every Student,
Every Day



**Appleton Area School District
Operational Expectations Monitoring Report
OE-8 Communicating with the Board**

SUPERINTENDENT CERTIFICATION:

With respect to Operational Expectations Policy OE-8, Communicating with the Board, I certify the proceeding interpretations and indicators to be accurate, complete, and reasonable.

☒ **Compliant**

☐ **Compliant with the exceptions noted:**

☐ **Non-Compliant**

Compliant Indicators	Noncompliant Indicators
17	0
Total Indicators: 17	

Executive Summary/Analysis:

The interpretations and indicators, as submitted below, will provide evidence to the Board that the Superintendent provides adequate information and support for members of the Board of Education to complete their responsibilities to the District. Indicators are informed by best practices, follow all legal requirements, and align with other applicable OE and Results policies.

Although all 17 indicators are compliant, and improvement has been shown in several areas, there remain areas where district administration can continue to improve. Revisions were made to several indicators this past year, which will provide more clarity around indicator compliance. These areas include; making monitoring data more consumable, providing trends, facts, and other relevant information for decision-making, providing adequate information regarding administrative decisions that are delegated to the Superintendent, and providing information to the Board in a timely manner.

Notes or exceptions, if any:

Signed: _____ Date: _____
Superintendent

BOARD ACTION:

With respect to Operational Expectations Policy OE-8, Communicating with the Board, the Board finds that the organization is:

_____ **Compliant**

_____ **Compliant with the exceptions noted:**

_____ **Non-Compliant**

Summary Statements of the Board, if any:

Signed: _____ Date: _____
Board President

Document submitted: _____ Re-submitted: _____

OE – 8 Communicating with the Board

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

SUPERINTENDENT Interpretation:

The Board values comprehensive information in a reasonable timeframe on notable issues and happenings in the District and on issues that are relevant to its role and responsibilities as defined by Board policy.

- **Fully supported and adequately informed** shall mean that the amount of information and the timing and manner in which information is communicated to the Board shall be such that each Board member will have the necessary information to be able to fulfill his or her responsibilities and will receive relevant information in a timely manner.
- **Matters relating to Board work** shall mean items related to the Board's job description as defined in GC-3.
- **Significant district concern** shall mean matters that impact a large number of employees, students, or stakeholders or matters that may gain large media attention or matters that may have significant cost to the District, financial or otherwise.

OE – 8.1 The Superintendent will 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 document compliance or reasonable progress.

SUPERINTENDENT Interpretation:

- **Monitoring data** shall mean evidence provided by the Superintendent and staff to support accomplishment of the indicators of compliance and reasonable progress.
- **Thorough, accurate, and understandable fashion** shall mean that the evidence is comprehensive, that it is correct and reported in a manner that promotes transparency, and that the Board is able to consume the information readily.
- **Annual work plan** shall mean the schedule of indicator reports and monitoring reports outlined by the Board.
- **Document compliance or reasonable progress** shall mean to determine whether the Superintendent or District has accomplished the measurable goals or objectives outlined in the OE indicators and Results.

SUPERINTENDENT Indicators of Compliance:

We will know we are compliant when:

8.1.1- The District submits 100% of the monitoring data per the Board's annual work plan for all OE Policies and Results.

8.1.2- A survey of the Board indicates that monitoring data is readily consumable and that the reports are comprehensive and accurate.

In
Compliance

Not in
Compliance

X

X

SUPERINTENDENT Evidence of Compliance:

8.1.1 - At this time, all OE policies and results policies have been submitted and approved as outlined in the Board's "Annual Work Plan".

8.1.2 - Results from the November and April surveys of the Board indicate that the majority of Board members agree or strongly agree that monitoring data is readily consumable and that reports are comprehensive and accurate. This past year saw the Board and administration continue to make revisions to the original indicators for each operational expectation, including indicator 8.1.2.

OE – 8.2 The Superintendent will provide for the Board, in a timely manner, information about trends, facts and other information relevant to the Board's work.

SUPERINTENDENT Interpretation:

- **Timely manner** shall mean appropriate relative to the urgency or uniqueness of the situation.
- **Trends, facts and other information** shall mean information that supports the Board's understanding of educational and governance issues, shifts in circumstances that may impact the District (such as teacher shortages, funding, legislative matters, etc.).
- **Relevant to the Board's work** shall mean regarding items related to the Board's job description as defined in GC-3.

SUPERINTENDENT Indicators of Compliance:

We will know we are compliant when:

8.2.1- In a survey of Board members each April and November, a majority of Board members agree that they have been provided information relevant to the Board's work in a timely manner (e.g. within 24 hours for urgent issues, at least three (3) business days in advance of a Board work session or regular meeting for Board Business items requiring discussion and/or action, and in advance of the Board work session or regular meeting for non-urgent, information and consent agenda items).

8.2.2- In a survey of Board members each April and November, a majority of Board members agree that they have been provided with trends, facts or other information (ex. State budget) relevant to the Board's work.

**In
Compliance**

**Not in
Compliance**

X

X

SUPERINTENDENT Evidence of Compliance:

8.2.1 - Results from the November and April surveys of the Board indicate that the majority of Board members agree or strongly agree that they have been provided information relevant to the Board's work in a timely manner. This year, the administration has been more intentional about presenting Items for Information at the meeting prior to when the item needs to be considered (approved). Administration is also working to improve getting information to the Board in advance of work sessions and regular

meetings of the Board. Some challenges continue to exist when we are working with consultants and other non-district entities.

8.2.2 - In addition, the results of the surveys showed that the majority of Board members who responded agree or strongly agree that they have been provided with trends, facts or other information relevant to the Board's work.

OE – 8.3 The Superintendent will inform the Board of significant transfers of money within funds or other changes substantially affecting the district's financial condition.

SUPERINTENDENT Interpretation:

- **Significant transfers of money** shall mean any movement of money in budget line items over \$500,000 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.

SUPERINTENDENT Indicators of Compliance:

We will know we are compliant when:

8.3.1- 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.

**In
Compliance**

**Not in
Compliance**

X

SUPERINTENDENT Evidence of Compliance:

8.3.1 - Attached is the completed audit [Financial Reports](#) and [Executive Summary](#) for the year ended 6/30/2023.

OE – 8.4 The Superintendent will assure that the Board has adequate information from a variety of internal and external viewpoints to assure informed Board decisions, including matters related to charters.

SUPERINTENDENT Interpretation:

- **Adequate information** shall mean sufficient data, documentation, 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 multiple and diverse representative sources and shall include sources both within and outside of the District (such as the Superintendent, Leadership Team, District surveys, individual stakeholders, etc.).

SUPERINTENDENT Indicators of Compliance: We will know we are compliant when: 8.4.1- In a survey of Board members each April and November, a majority of Board members believe they have been provided with ○ Adequate information from a variety of viewpoints. ○ An annual overview of district survey results. ○ An annual overview of District Scorecard results.	In Compliance	Not in Compliance
	X	
SUPERINTENDENT Evidence of Compliance: 8.4.1 - Results from the November and April surveys of the Board indicate that the majority of Board members agree or strongly agree that they have been provided with adequate information from a variety of viewpoints. The annual overview of district surveys and scorecard results will be provided upon completion of the school year. 2023-2024 AASD Scorecard.		
OE – 8.5 The Superintendent will inform the Board of anticipated significant media coverage.		
SUPERINTENDENT Interpretation: ● Anticipated shall mean reasonably predictable or probable. ● Significant shall mean topics that could impact a majority of stakeholders, at the school or District level. ● Media coverage shall mean reports, stories or commentary that may appear in the local print, television or online recognized news outlets.		
SUPERINTENDENT Indicators of Compliance: We will know we are compliant when: 8.5.1- In a survey of Board members each April and November, all Board members agree that they have been informed by the Superintendent or designee with regard to significant reports, stories or commentary that may appear in local or national media ahead of the appearance or within 24 hours of breaking news.	In Compliance	Not in Compliance
	X	

SUPERINTENDENT Evidence of Compliance:

8.5.1 - Results of the November and April surveys show that all Board members who completed the survey agree that they have been informed about significant reports, stories or commentary as described in the indicator. Positive comments were made in the survey about Kylie Harwell.

In her role as the Communications Coordinator for the district, Kylie sends the Board emails (media mentions) within 24 hours of a story being published.

Superintendent Hartjes also sends emails, and if more timely, will call Board members to inform them of media reports, stories or commentary.

OE – 8.6 The Superintendent will 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.

SUPERINTENDENT Interpretation:

- **Encroached into** shall mean taking action, making requests of staff, or otherwise getting involved in the work of the Superintendent or District as described by the Governance policies or State law.
- **Non-compliant with any Governance Culture or Board/Superintendent Relations** shall mean contrary to the policies outlined by the Board's Coherent Governance policies.

SUPERINTENDENT Indicators of Compliance:

We will know we are compliant when:

- 8.6.1-** The Superintendent reports the specifics of any non-compliance by Board members to the Board President.

In
Compliance

Not in
Compliance

X

SUPERINTENDENT Evidence of Compliance:

8.6.1 - No non-compliance occurred up to this point in the 2023-2024 school year.

OE – 8.7 The Superintendent will present information in simple and concise form, indicating clearly whether the information is incidental, intended for decision preparation, or for formal monitoring.

SUPERINTENDENT Interpretation:

- **Clear and concise** shall mean using succinct 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 respond appropriately.

SUPERINTENDENT Indicators of Compliance:

We will know we are compliant when:

8.7.1- In a survey of Board members each April and November, a majority of Board members indicate that they have been given information in a way they could understand.

8.7.2- In a survey of Board members each April and November, a majority of Board members believe they understood the intent of the information they received.

**In
Compliance**

**Not in
Compliance**

X

X

SUPERINTENDENT Evidence of Compliance:

8.7.1 - Results from the November and April surveys of the Board indicate the majority of Board members agree or strongly agree that they have been given information in a way they could understand.

8.7.2 - Results from the November and April surveys of the Board indicate that the majority of Board members believe they understood the intent of the information they received.

OE – 8.8 The Superintendent will treat all members impartially and assure that all members have equal access to information.

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 communications and documents on matters that are of concern to the Board as a whole and upon which the board makes decisions.

SUPERINTENDENT Indicators of Compliance:	In Compliance	Not in Compliance
We will know we are compliant when: 8.8.1- In a survey of Board members each April and November, a majority of Board members believe they have been treated equally and have equal access to information. 8.8.2- Documents for meetings and work sessions for Board members are distributed equally and at the same time 100% of the time as evidenced by records kept by the Superintendent's Office.	X X	
SUPERINTENDENT Evidence of Compliance: 8.8.1 - Results from the November and April surveys of the Board indicate that the majority of Board members believe they have been treated equally and have equal access to information. Furthermore, Superintendent Hartjes uses his Friday update to answer individual questions that are relevant to all Board members. 8.8.2 - Through the use of Boarddocs, all Board members receive documents at the same time 100% of the time. In addition, emails with information from the Superintendent's Executive Assistant are sent to all Board members at the same time.		
OE – 8.9 The Superintendent will 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.		
SUPERINTENDENT Interpretation: • Timely manner shall mean appropriate relative to the urgency or uniqueness of the situation. • Actual noncompliance shall mean failure to meet the indicators of compliance as outlined in the OEs. • Anticipated noncompliance shall mean likely failure to meet the indicators of compliance as outlined in the OEs as determined by the Superintendent and his/her staff after review of relevant data or information. • Reasonable progress shall mean sufficient achievement gains to achieve the targets outlined in the Results policies.		

SUPERINTENDENT Indicators of Compliance: We will know we are compliant when: 8.9.1- In a timely manner, the Superintendent brings to the Board 100% of the instances he/she anticipates noncompliance with Board Operational Expectations or failure to make reasonable progress towards a Results policy.	In Compliance	Not in Compliance
SUPERINTENDENT Evidence of Compliance: 8.9.1 - All instances of noncompliance with Board Operational Expectations or Results policies have been shared with the Board during the scheduled monitoring meetings (Work Sessions). The schedule for such meetings has been updated as needed throughout the year.	X	
OE – 8.10 The Superintendent will 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.		
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.		
SUPERINTENDENT Indicators of Compliance: We will know we are compliant when: 8.10.1- The Superintendent brings to the Board 100% of the decisions required by law to be approved by the Board as documented by minutes of meetings of the Board of Education. 8.10.2- In a survey of Board members each April and November, all 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.	In Compliance X X	Not in Compliance

SUPERINTENDENT Evidence of Compliance:

8.10.1 - Please see Boarddocs for minutes from regular Board meetings.

8.10.2 - In a survey of Board members each April and November, a majority of Board members believe 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.

However, some concern was raised in the survey about clarity on what decisions should be made by the Board and those that are delegated to the Superintendent.

OE – 8.11 Inform the Board in a timely manner of the administrative disposition of formal complaints referred to the Superintendent by the Board.

SUPERINTENDENT Interpretation:

- **Timely manner** shall mean appropriate relative to the urgency or uniqueness of the situation.
- **Administrative disposition** shall mean how the complaint was handled or resolved.
- **Formal** shall mean a complaint that reaches Step 5 of the AASD Complaint Procedure.
- **Complaints** shall mean any concern or issue that is disruptive to operations or student learning and is presented to the Superintendent by the Board.

SUPERINTENDENT Indicators of Compliance:

We will know we are compliant when:

- 8.11.1-** The Superintendent responds, via email or phone call, to every Board complaint that is assigned to the Superintendent with an explanation of how the situation/complaint has been addressed.

In
Compliance

Not in
Compliance

X

SUPERINTENDENT Evidence of Compliance:

8.11.1 - The Superintendent responds to every Board complaint that is assigned to him, and then follows up with the Board with an explanation of how the situation/complaint was addressed.

OE – 8.12 Inform the Board in advance of any deletions of, additions to, or significant modifications of any District policies, instructional programs, or the employee handbook.

SUPERINTENDENT Interpretation:

- **Deletions, additions, and significant modifications** shall mean removal or editing of learning opportunities that require considerable professional development or resources to change.

- **District policies** shall mean all operational policies maintained by the District and under the direction of the Superintendent for his/her use in the day-to-day operation of the District.
- **Instructional programs** shall mean the teaching practices and classroom instruction that have valuable learning opportunities in the District's schools.
- **Employee handbook** shall mean the manual provided to all staff members which outlines and describes the professional expectations and necessary conditions related to their employment with the District.

SUPERINTENDENT Indicators of Compliance:

We will know we are compliant when:

8.12.1- A review of Board meeting or work session minutes or Board communications will show that the Board was informed of 100% of any significant changes to District policies, instructional programs, or the employee handbook prior to the implementation of the change.

**In
Compliance**

**Not in
Compliance**

X

SUPERINTENDENT Evidence of Compliance:

8.12.1 - Board meeting and work session minutes are available on Boarddocs.

Success for
Every Student,
Every Day



**Appleton Area School District
Operational Expectations Monitoring Report
OE-9 Communicating with the Public**

SUPERINTENDENT CERTIFICATION:

Concerning Operational Expectations Policy OE-9, Communicating with the Public, I certify the proceeding interpretations and indicators to be accurate, complete, and reasonable.

☒ **Compliant**

☐ **Compliant with the exceptions noted:**

☐ **Non-Compliant**

Compliant Indicators	Noncompliant Indicators
5	0
Total Indicators: 5	

Executive Summary/Analysis:

The interpretations and indicators, as submitted below, will provide evidence to the Board that the District's communications will ensure that the public is aware of the current activities of the District. Indicators are informed by best practices and align with other applicable OE and Results policies.

All five indicators under OE - 9 are in compliance.

Notes or exceptions, if any:

Signed: _____ Date: _____
Superintendent

BOARD ACTION:

With respect to Operational Expectations Policy OE-9, Communicating with the Public, the Board finds that the organization is:

_____ **Compliant**

_____ **Compliant with the exceptions noted:**

_____ **Non-Compliant**

Summary Statements of the Board, if any:

Signed: _____ Date: _____
Board President

Document submitted: _____ Re-submitted: _____

OE – 9 Communicating with the Public

The Superintendent shall ensure that the public is adequately informed about the condition and direction of the district.

SUPERINTENDENT Interpretation:

The Board values a public who is aware of the current activities of the District and knows the plan for improvement moving into the future.

- **The public** shall mean the District's families, students, staff, and community members.
- **Adequately informed** shall mean that the public has sufficient opportunities to receive important and strategic communications from the District.
- **The condition** shall mean information about the organization's finances, operations, student results, climate, or honors (awards and recognition).
- **Direction** shall mean to include communication about the district's strategic plan/scorecard, programs, changes, innovations, or initiatives.

OE – 9.1 Assure the timely flow of information, appropriate input, and strategic two-way communications between the district and the public that build understanding and support for district efforts.

SUPERINTENDENT Interpretation:

- **Timely** shall mean mechanisms are in place to inform the public and media on a regular basis for routine matters as well as for urgent, immediate issues that may arise and to gain appropriate input, as needed.
- **Flow of information** shall mean the distribution, availability, and accessibility of information.
- **Appropriate input** shall mean useful ideas, thoughts, questions, and concerns brought to the district through the established chain of command or another identified method.
- **Strategic** shall mean communications related to the vision, strategic plan/scorecard, and challenges facing the District.
- **Two-way communications** shall mean disseminating and listening.
- **Builds understanding and support** shall mean that our communication efforts help the public become informed about the district's direction and progress, and hold a positive perception of the District.

SUPERINTENDENT Indicators of Compliance:

We will know we are compliant when:

- 9.1.1-** The number of visits to the District website will maintain or increase on an annual basis.
- 9.1.2-** The post engagement and follower count of the District Facebook page will maintain or increase on an annual basis.
- 9.1.3-** Results from a random annual survey sample of district residents, including questions that measure public support of the District and its two-way communication efforts, will indicate that a majority of respondents express support for the direction of the district and its two-way communication efforts.
- 9.1.4-** The District will publish community newsletters two times per year. The newsletters will share updates relevant to the District Scorecard and Results policies as shown in a record of communication dates kept by the Superintendent or designee.

**In
Compliance**

**Not in
Compliance**

X

X

X

X

SUPERINTENDENT Evidence of Compliance:

9.1.1- From May of 2023 to May of 2024, we had 2,116,000 visits to our District website. Our two previous years had totals of 1,555,000 and 2,020,000.

9.1.2 - As of May 2024, we have 11,292 Facebook followers, which represents an increase of 854 followers from May of last year. In addition, our post engagement (post reactions, comments, and shares) increased by 3,600 during this time period.

9.1.3 - Our first-ever survey of district residents, which was completed in August of 2023, had 324 respondents. 82.7% support the direction of the district and our two-way communication efforts.

9.1.4 - The fall edition of our District Digest was mailed to all AASD households. The spring edition of our District Digest is completed and will be mailed the week of May 13th, 2024.

OE – 9.2 Prepare and publish, on behalf of the Board, a community report to the public that includes the following items:

- A. Data indicating student progress toward accomplishing the Board's **Results** policies.
- B. Information about school district strategies, programs, and operations intended to accomplish the Board's **Results** policies.
- C. Information about the district's financial condition, including revenues, expenditures, and costs of major programs.

SUPERINTENDENT Interpretation:

- **Publish** shall mean available via print and/or online via the District website.
- **Data** shall mean quantifiable and qualitative assessments summarizing student achievement towards the Board's stated Results.
- **Information** shall mean the administrative and staff work plans to achieve Results, including a summary of the budget and financial administration of the district.

SUPERINTENDENT Indicators of Compliance:

We will know we are compliant when:

- 9.2.1-** The Board, families, community members and staff receive notification of the availability of the District's annual Community Report to the public as documented in a record of communication dates kept by the Superintendent or designee.

In
Compliance

Not in
Compliance

X

SUPERINTENDENT Evidence of Compliance:

9.2.1 - The Postcard linked below was mailed to all AASD households in August of 2023. In addition, a link to the annual Community Report was shared with families and staff via email.

<https://www.aasd.k12.wi.us/cms/One.aspx?portalId=457604&pageId=14562821>