



**Thursday, August 26, 2021
Board of Education Work Session**

**APPLETON AREA SCHOOL DISTRICT
BOARD OF EDUCATION WORK SESSION**

Time: 8:30 AM (or upon the completion of the Special Meeting of the Board of Education, whichever is later)

The Board of Education will be meeting in the Scullen Leadership Center, 131 E. Washington Street, Suite 1A. Some individuals will be joining via zoom and the meeting will be livestreamed on YouTube.

In-person public attendance is suspended until further notice. Members of the media or general public may access the meeting via the live stream broadcast on the Appleton Area School District YouTube Channel: <https://www.youtube.com/channel/UChO-l09YGgt4uKnCWYvt8Pw>.

For remote attendance via telephone, please dial: 1-312-626-6799 Meeting ID: 980 8185 6315

Any special needs or any requests for accommodations related to accessing the meeting should be sent to Clara Kopplinger, at kopplingerclar@aad.k12.wi.us or (920) 832-6126, at least 24-hours in advance of the meeting. This would include any person for whom it would be burdensome or infeasible to use the primary method(s) of remote access established by the District.

1. Meeting Opening

Subject	A. Roll Call
Meeting	Aug 26, 2021 - Board of Education Work Session
Category	1. Meeting Opening
Type	Procedural

2. Proposed Interpretations and Indicators

Subject	A. OE 3 Treatment of Stakeholders
Meeting	Aug 26, 2021 - Board of Education Work Session
Category	2. Proposed Interpretations and Indicators
Type	Discussion, Information, Report

File Attachments DRAFT OE-3 Treatment of Community Stakeholders (I).pdf (64 KB)
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Subject	B. OE 8 Communicating With and Support For the Board
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Meeting	Aug 26, 2021 - Board of Education Work Session
Category	2. Proposed Interpretations and Indicators
Type	Discussion, Information, Report

File Attachments

[DRAFT OE-8 Communicating With and Support for the Board \(1\).pdf \(115 KB\)](#)

3. Adjourn

Subject	A. Adjournment of Meeting
Meeting	Aug 26, 2021 - Board of Education Work Session
Category	3. Adjourn
Type	Information, Procedural

Appleton Area School District
Operational Expectations Interpretation & Indicators Document
OE-3 Treatment of Community Stakeholders

SUPERINTENDENT CERTIFICATION:

With respect to Operational Expectations Policy OE-3, Treatment of Community Stakeholders, I certify the proceeding interpretations and indicators to be accurate and complete and reasonable.

Executive Summary/Analysis:

The interpretations and indicators, as submitted below, will provide the basis for generating evidence to the Board that the District's culture supports consistent treatment of parents/guardians and citizens that is professional, respectful, and courteous. Indicators are informed by best practice, follow all legal requirements, and align with other applicable OE and Results policies.

Signed: _____ Date: _____
Superintendent

BOARD ACTION:

With respect to Operational Expectations Policy OE-3, Treatment of Community Stakeholders, the Board:

- _____ **Accepts the Superintendent's interpretation and indicators as reasonable**
- _____ **Accepts the Superintendent's interpretation and indicators as reasonable, with noted exceptions**
- _____ **Finds the Superintendent's interpretation and indicators to be not reasonable**

Commendations and/or Recommendations, if any:

Signed: _____ Date: _____
Board President

Document submitted: _____

Re-submitted: _____

OE – 3 Treatment of Community Stakeholders	Superintendent	
The Superintendent shall maintain an organizational culture that treats parents/guardians and citizens with respect and courtesy.	In Compliance	Not In Compliance
SUPERINTENDENT Interpretation: The Board values having an organization where parents/guardians and citizens are treated in a professional manner whenever they interact with district staff, and their concerns are addressed with empathy and sincere consideration. • Organizational culture shall mean the professional expectations and practices as outlined in the employee handbook and district/school policies that guide staff interactions and decisions. • Parents/guardians and citizens shall mean persons who have an interest in the success of their children and/or the overall success of the District. • Respect shall mean acting in ways that show individuals that they and their opinions are valued. • Courtesy shall mean speaking and behaving toward others in a polite and professional manner.		
OE – 3.1 The Superintendent will protect confidential information.	In Compliance	Not In Compliance
SUPERINTENDENT Interpretation: • Protect shall mean to prevent unapproved access to confidential student information under the custody and control of the District. • Confidential information shall mean protected District or personal information related to students not typically expected to be shared for any reason.		

SUPERINTENDENT Indicators of Compliance: We will know we are compliant when: - Internal reports generated by the Technology Services Department document that there are no breaches of our data systems that result in an outside entity gaining unauthorized access to confidential student information under the custody and control of the District. - There is no unauthorized release of confidential student information in the District as evidenced by the lack of formal written complaints resulting from such release as documented through records kept by the Office of the Superintendent or designee. - There is no favorable (Claimant prevails over District) grievance or legal action for unauthorized release of confidential student information as documented through records kept by the Office of the Superintendent or designee. SUPERINTENDENT Evidence of Compliance:		
Board Comments:		
OE – 3.2 Effectively handle complaints.	In Compliance	Not In Compliance
SUPERINTENDENT Interpretation: Effectively handle shall mean to abide by established procedures as outlined in applicable district/school policies to address concerns as necessary and resolve such concerns with a defined course of action. Complaint shall mean a formal written statement of the concern for discrimination and/or harassment received by administration or concerns handled through the Department of Public Instruction and/or the Office of Civil Rights.		
SUPERINTENDENT Indicators of Compliance: We will know we are compliant when: Formal complaints received from parents or guardians involving students are resolved appropriately as documented in records kept by the Student Services Office, per the requirements of the Wisconsin		

Department of Public Instruction's Pupil Nondiscrimination and Education Equity Report, which takes into account the nature of the complaint. Formal complaints involving students received by the Wisconsin Department of Public Instruction or the Office of Civil Rights are resolved with no corrective action required by the District as documented by the Student Services Office. SUPERINTENDENT Evidence of Compliance:		
Board Comments:		
OE – 3.3 Create and maintain organizational commitment to: a. Individual differences of opinion b. Including people in decisions that affect them c. Open and honest communication at all levels d. Predominant focus on achieving the Board's Results policies e. Open, responsive and welcoming conditions throughout the district.	In Compliance	Not In Compliance
SUPERINTENDENT Interpretation: Create and maintain shall mean faithfully encourage and foster. Organizational commitment shall mean staff consistently follow the professional expectations and practices as outlined in the employee handbook and district/school policies that guide staff interactions and decisions. Individual differences of opinion shall mean input from stakeholders with differing perspectives. Including people shall mean staff use reasonable means to seek input from others. Decisions that affect them shall mean decisions that could impact people directly or indirectly. Open and honest shall mean that staff will not knowingly hide information from or provide misinformation to stakeholders. Predominant focus shall mean staff actions will reflect a strong, unwavering commitment to District goals. Achieving the Board's Results policies shall mean making reasonable progress toward reaching targeted outcomes within the board-adopted policies.		

● Open, responsive and welcoming conditions shall mean parents/guardians and citizens will experience a sense of belonging within a safe and inclusive environment. ● Throughout the District shall mean all classrooms, programs, facilities, and events held within or sponsored by the District.		
SUPERINTENDENT Indicators of Compliance: We will know we are compliant when: ● Family Engagement Survey results show that 70% of family respondents agree that their family is treated with respect. ● Family Engagement Survey results show that 70% of family respondents agree that their child's learning is a high priority. ● Family Engagement Survey results show that 70% of family respondents agree that their school provides a safe environment for their child to learn. ● Results from a random annual survey sample of District residents will show that a majority of respondents who interacted with District staff indicated that they felt welcomed and were treated with respect. SUPERINTENDENT Evidence of Compliance:		
Board Comments:		

Appleton Area School District
Operational Expectations Interpretation & Indicators Document
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 and complete and reasonable.

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 practice, follow all legal requirements, and align with other applicable OE and Results policies.

Signed: _____ Date: _____
Superintendent

BOARD ACTION:

With respect to Operational Expectations Policy OE-8, Communicating with the Board, the Board:

- _____ **Accepts the Superintendent's interpretation and indicators as reasonable**
- _____ **Accepts the Superintendent's interpretation and indicators as reasonable, with noted exceptions**
- _____ **Finds the Superintendent's interpretation and indicators to be not reasonable**

Commendations and/or Recommendations, if any:

Signed: _____ Date: _____
Board President

Document submitted: _____

Re-submitted: _____

OE – 8 Communicating with the Board	Superintendent	
The Superintendent shall assure that the Board is fully supported and adequately informed about matters relating to Board work and significant district concern.	In Compliance	Not In Compliance
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 (for example, within 24 hours for urgent issues, or by the Board work session or regular meeting for non-urgent items). ● 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.		
Board Comments:		
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.	In Compliance	Not In Compliance
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: • The District submits 100% of the monitoring data per the Board's annual work plan for all OE Policies and Results. • A survey of the Board indicates that monitoring data is readily consumable and that the reports are comprehensive and accurate. SUPERINTENDENT Evidence of Compliance:		
Board Comments:		
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.	In Compliance	Not In Compliance
SUPERINTENDENT Interpretation: • Timely manner shall mean appropriate relative to the urgency or uniqueness of the situation (for example, within 24 hours for urgent issues, or by the Board work session or regular meeting for non-urgent items). • 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: • 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. • 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 relevant to the Board's work. SUPERINTENDENT Evidence of Compliance:		
Board Comments:		
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.	In Compliance	Not In Compliance
SUPERINTENDENT Interpretation: • Significant transfers of money shall mean any movement of money in budgeted 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: • 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. SUPERINTENDENT Evidence of Compliance:		
Board Comments:		

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.	In Compliance	Not In Compliance
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: • 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. SUPERINTENDENT Evidence of Compliance:		
Board Comments:		
OE – 8.5 The Superintendent will inform the Board of anticipated significant media coverage.	In Compliance	Not In Compliance
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: 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. SUPERINTENDENT Evidence of Compliance:		
Board Comments:		
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.	In Compliance	Not In Compliance
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: The Superintendent reports the specifics of any non-compliance by Board members to the Board as a whole as evidenced by records kept by the Superintendent’s Office. SUPERINTENDENT Evidence of Compliance:		

Board Comments:		
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.	In Compliance	Not In Compliance
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: • 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. • In a survey of Board members each April and November, all Board members believe they understood the intent of the information they received. SUPERINTENDENT Evidence of Compliance:		
Board Comments:		
OE – 8.8 The Superintendent will treat all members impartially and assure that all members have equal access to information.	In Compliance	Not In Compliance

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 of concern to the Board as a whole and upon which the board makes decisions.		
SUPERINTENDENT Indicators of Compliance: We will know we are compliant when: ● 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. ● 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. SUPERINTENDENT Evidence of Compliance:		
Board Comments:		
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.	In Compliance	Not In Compliance

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. • 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: • The Superintendent brings to the Board 100% of the instances he/she anticipates noncompliance with Board Operational Expectations or Results policies 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 a Results policy as shown in a record of board communication dates kept by the Superintendent or designee. SUPERINTENDENT Evidence of Compliance:		
Board Comments:		
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.	In Compliance	Not In Compliance
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: • 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 as documented by minutes of meetings of the Board of Education. • 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. SUPERINTENDENT Evidence of Compliance:		
Board Comments:		
OE – 8.11 Inform the Board in a timely manner of the administrative disposition of complaints referred to the Superintendent by the Board.	In Compliance	Not In Compliance
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 and is presented to the Superintendent by the Board.		
SUPERINTENDENT Indicators of Compliance:		

We will know we are compliant when: The Superintendent responds to every Board complaint that is assigned to the Superintendent with an explanation of how the situation/complaint has been addressed as documented by board review of a record of complaints, dispositions, and board communication dates kept by the Superintendent's Office. SUPERINTENDENT Evidence of Compliance:		
Board Comments:		
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.	In Compliance	Not In Compliance
SUPERINTENDENT Interpretation: Deletions, additions, significant modifications shall mean removal or editing of valuable 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: 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. SUPERINTENDENT Evidence of Compliance:		

Board Comments:		
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