



Shorewood

2/11/ SCHOOL DISTRICT

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
<u> X </u>	In Compliance with Noted Exceptions
_____	Not in Compliance

Signed: Laurie Burgos , Superintendent **Date:** February 11, 2025

Executive Summary

Operational Expectation 6 (OE 6) Communicating with the Board has been monitored and reviewed 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.

Summary of Compliance

This Operational Expectations Monitoring Document is defined by the following Board Expectations:

- **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;
- **6.2** Provide for the Board, in a timely manner, information about trends, facts and other information relevant to the Board's work;
- **6.3** Inform the Board of significant transfers of money within funds or other changes substantially affecting the district's financial condition;
- **6.4** Assure that the Board has adequate information from a variety of internal and external viewpoints to assure informed Board decisions;
- **6.5** Inform the Board of concerns that have anticipated media coverage;
- **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;
- **6.7** Present information in clear and concise form, indicating whether the information is incidental, intended for decision preparation or for formal monitoring;
- **6.8** Treat all members impartially and assure that all members have equal access to information;
- **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;

- **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;
- **6.11** Inform the Board in a timely manner of the administrative disposition of significant complaints presented to the Superintendent by the Board;
- **6.12** Inform the Board in advance of any deletions of, additions to or significant modifications of any instructional programs; and
- **6.13** Inform the Board in advance of any significant changes to any district policies.

For this reporting period, the District is in full compliance with 12 measures. The District is in compliance with exceptions for Expectation 6.6.

Semi-annual surveys of Board members conducted in [June](#) and [December](#) provide evidence of compliance with Expectations 6.2, 6.4, 6.5, 6.7, 6.8 and 6.10.

Recommendations for OE 6

Thanks to a strong working relationship, Governance Culture and Board/Superintendent Relations policy issues that arise from time to time are addressed and resolved quickly. The Board’s semi-annual evaluation process provides the opportunity to document significant issues of non-compliance on the part of the Superintendent. The District recommends that a report of non-compliance on the part of a Board member be documented and addressed by the Board President and in accordance with Board Bylaws, and eliminated from OE 6 compliance expectations.

Following completion of the 2024-2025 Board Work Plan the District will develop further recommendations, if needed, for OE 6 based on Board revisions to other Operational Expectations and Student Results Policies and Monitoring Documents and present these with the next report.

Areas for Continuous Improvement

As the District and School Board work together to implement a new Strategic Plan (2025-2030), we note the following opportunities for continuous improvement in communications with the Board:

- Hold a Coherent Governance workshop/retreat with Board members;
- Review and/or develop more robust onboarding and reference materials regarding Board/Superintendent relations, roles, and responsibilities.

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: _____

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><u>Superintendent</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p> <p>Data Not Available</p>	<p><u>Board</u></p> <p>Compliant</p> <p>Compliant with Exceptions</p> <p>Not Compliant</p> <p>Data Not Available</p>
--	---	---

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.

<p>Board Indicator 1: The District submits 100% of the monitoring data per the Board's annual work plan for all OE and Results policies.</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 Operational Expectations and Results Monitoring Reports have been submitted in accordance with the Board's annual work plan or alternative Board direction.</p>		

Board Comments:

<p>OE- 6.2 Provide for the Board, in a timely manner, information about trends, facts and other information relevant to the Board's work.</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>
--	--	--

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.

<p>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.</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 responses to the Board polls indicate that members feel they were provided with relevant information in a timely manner during the prior year.</p>		

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>
--	--	--

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>
---	---	---

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 - CLA (Clifton, Larson, Allen) LLP - provided the District's 2023 audit report on February 13, 2024. 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.

Annual Audits are posted 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>
---	--	--

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>
---	---	---

Evidence: All responses to the Board polls indicated compliance with this indicator.

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>
--	--	--

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>
---	---	---

Evidence: All survey responses indicated compliance with this indicator.

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><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>
---	--	--

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><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: Governance Culture and Board/Superintendent Relations policy issues were reviewed and discussed throughout the year, however, an annual report on Governance Culture was not provided to the School Board during this reporting period.</p>		

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><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>
--	--	--

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.</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>
--	--	--

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 poll responses 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 the Superintendent’s Report, prepared for each Board meeting.</p> <p>The District also facilitates Board communications through BoardBook, the platform used to publish Board meeting agendas and other postings, and to share documents - including Operational Expectations and Results Monitoring Reports - 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>
--	--	--

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 Results policy.

<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>
--	---	---

Evidence: Collaborative work among administrators, building leaders, and School Board members over the past year continues to improve the scope and relevance of Operational Expectations and Results Monitoring Documents, 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, School Perceptions survey data) and the discontinuation of certain progress monitoring tools have been brought to the Board’s attention as part of Monitoring reports.

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>
--	--	--

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>
---	---	---

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 and in compliance with relevant statutes.

<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 responses 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>
--	--	--

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 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>		

Weekly Memos include a review of Board meeting discussion, 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.

Board Comments:

OE- 6.12 Inform the Board in advance of any deletions of, additions to or significant modifications of any instructional programs.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Compliant with Exceptions	Compliant with Exceptions
	Not Compliant	Not Compliant

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.

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.	<u>Superintendent</u>	<u>Board</u>
	Compliant	Compliant
	Not Compliant	Not Compliant

Evidence: Issues, changes and progress are regularly reported through the Weekly Memo and the Superintendent’s Report, as well as through related Operational Expectations and Student Results Monitoring Documents.

Examples include the Math Leveling Up Plan for instruction in grades 6-12, selection and implementation of new K-8 ELA curriculum, and regular ACT 20 updates.

Board Comments:

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

Evidence: The Board receives updates, as needed, regarding District policy work that is managed in partnership with [NEOLA](#), an educational policy service that works with public school districts in a number of states. NEOLA provides policy revisions required by state and federal law directly to the District and policies are updated at least twice annually to reflect changes in the law, relevant citations, etc. The annual Audit Report, and annual personnel, financial management and facilities reports also outline policy changes.

The District also provided regular updates to the Board regarding revisions to staff handbooks for all employee groups during this reporting period.

Board Comments: