



**Monday, September 13, 2021
Board of Education Work Session**

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

Time: 4:00 PM

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-I09YGgt4uKnCWYvt8Pw>.

For remote attendance via telephone, please dial: 1-312-626-6799 Meeting ID: 981 2731 4406 Any special needs or any requests for accommodations related to accessing the meeting should be sent to Clara Kopplinger, at kopplingerclar@asd.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	Sep 13, 2021 - Board of Education Work Session
Category	1. Meeting Opening
Type	Procedural

2. Annual Work Plan

Subject	A. Proposed Revisions
Meeting	Sep 13, 2021 - Board of Education Work Session
Category	2. Annual Work Plan
Type	Discussion, Information

File Attachments
[BOE Annual Workplan 2021-2022.pdf \(71 KB\)](#)

3. Proposed Interpretations and Indicators

Subject	A. OE-3 Treatment of Community Stakeholders - Final Draft
Meeting	Sep 13, 2021 - Board of Education Work Session
Category	3. Proposed Interpretations and Indicators
Type	Discussion, Information

File Attachments
[DRAFT OE-3 Treatment of Community Stakeholders \(I\).pdf \(63 KB\)](#)

Subject **B. OE-8 Communicating With and Support For the Board - Final Draft**

Meeting Sep 13, 2021 - Board of Education Work Session

Category 3. Proposed Interpretations and Indicators

Type Discussion, Information

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

Subject **C. OE-2 Emergency Superintendent Succession - First Draft**

Meeting Sep 13, 2021 - Board of Education Work Session

Category 3. Proposed Interpretations and Indicators

Type Discussion, Information

File Attachments
[DRAFT OE-2 Emergency Superintendent Succession \(I\).pdf \(43 KB\)](#)

Subject **D. OE-4 Personnel Administration - First Draft**

Meeting Sep 13, 2021 - Board of Education Work Session

Category 3. Proposed Interpretations and Indicators

Type Discussion, Information

File Attachments
[DRAFT OE-4 Personnel Administration \(I\).pdf \(133 KB\)](#)

4. Adjourn

Subject **A. Adjournment of Meeting - Please note: Upon the adjournment of the work session, there will be a brief recess prior to the start of the Board of Education meeting. The Regular Meeting of the Board will begin at 6:00 PM on a separate meeting ID (952 7180 7558) and live stream.**

Meeting Sep 13, 2021 - Board of Education Work Session

Category 4. Adjourn

Type Information, Procedural

Appleton Area School District Annual Work Plan 2021-2022

RI: Reasonable Interpretation	T: Targets	DI: Direct Inspection
RI/I: Reasonable Interpretation/Indicators	E: External Monitoring	RM: Re-Monitoring
B: Baseline, Year One	I: Internal Monitoring	

	Policy Review					Community Connections		
Month	Student Results	Operational Expectations	Board-Superintendent Relations	Governance Culture	Board Development	Linkages	Advocacy	Board AdHoc Committees
May 2021						HS Graduations		
June 2021				Adopt Governance Policies / Adopt Annual Work Plan		Educator Retirement Event		
July 2021		1: Global Operational Expectation (RI/I) 5: Financial Planning (RI/I) 6: Financial Administration (RI/I) 7: Asset Protection (RI/I)			Potential BOE Work Session 1/2 Day Training Approve Academic Standards (OE 11)			
August 2021	District Scorecard Review (DI)	9: Communicating with the Public (RI/I) 3: Treatment of Stakeholders (RI/I) 8: Communicating with and Support For the Board (RI/I)				Back to School Events New Teacher Orientation Welcome		
September 2021	1: Mega-Result (RI) 2.1.1: ELA (RI/I)	4: Personnel Administration (RI/I) 2: Superintendent Succession (RI/I)		Approve District Goals (District Scorecard Review)	WASB Regional Meetings CG Wisdom Sharing Conference			
October 2021	2.1.1: ELA (RI/I) 2.1.2: Mathematics (RI/I) 2.1.3: Science (RI/I)	10: Learning-Environment/Student Behavior (RI/I)				Annual Budget Hearing / Presentation		

Appleton Area School District Annual Work Plan 2021-2022

RI: Reasonable Interpretation	T: Targets	DI: Direct Inspection
RI/I: Reasonable Interpretation/Indicators	E: External Monitoring	RM: Re-Monitoring
B: Baseline, Year One	I: Internal Monitoring	

	Policy Review					Community Connections		
Month	Student Results	Operational Expectations	Board-Superintendent Relations	Governance Culture	Board Development	Linkages	Advocacy	Board AdHoc Committees
November 2021	2.1.4: Civics and Social Studies (RI/I) 2.1.5: Health and Human Performance (RI/I) 2.1.6: Fine Arts (RI/I)	12: Facilities (RI/I)		Notice of Spring Election				
December 2021	2.1.7: World Languages (RI/I) 2.1.8: Career and Technical Education (RI/I) 2.1.9: Financial Literacy (RI/I)						WASB Resolutions	
January 2022	3.1 Cognitive Development (RI/I) 3.2 Physical Wellness Development (RI/I) 3.3 Communications Development (RI/I) 3.4 Social Development (RI/I) 3.5 Moral and Ethical Character Development (RI/I) 3.6 Psychological Development (RI/I) 3.7 Career Development (RI/I)	11: Instructional Programming (RI/I)	Supt Evaluation (B/SR 5)		Board Self-Assessment Wisconsin State Education Conference	MLK Jr. Day Event		
February 2022	1: Mega Result (RI) Mid-year District Scorecard Review (DI)	10: Learning Environment/Student Behavior (RI/I)						

Appleton Area School District Annual Work Plan 2021-2022

RI: Reasonable Interpretation	T: Targets	DI: Direct Inspection
RI/I: Reasonable Interpretation/Indicators	E: External Monitoring	RM: Re-Monitoring
B: Baseline, Year One	I: Internal Monitoring	

	Policy Review					Community Connections		
Month	Student Results	Operational Expectations	Board-Superintendent Relations	Governance Culture	Board Development	Linkages	Advocacy	Board AdHoc Committees
March 2022								
April 2022				Board Reorganization Board Committees	WASB Regional Board Development Spring Election New Board Member Orientation			
May 2022								
June 2022						HS Graduations		

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	
<p>The Superintendent shall maintain an organizational culture that treats parents/guardians and citizens with respect and courtesy.</p>	In Compliance	Not In Compliance
<p>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.</p> <ul style="list-style-type: none"> ● 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. 		
<p>OE – 3.1 The Superintendent will protect confidential information.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● 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. 		

<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> • 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. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>OE – 3.2 Effectively handle formal complaints.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> • 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. • Formal complaint shall mean a formal written statement of a 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. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> • 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 		

<p>Department of Public Instruction’s Pupil Nondiscrimination and Education Equity Report, which takes into account the nature of the complaint.</p> <ul style="list-style-type: none"> 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. If the District is directed to take corrective action by the Department of Public Instruction or the Office of Civil Rights, completion of the requirement(s) will be documented by the Student Services Office. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>OE – 3.3 Create and maintain organizational commitment to:</p> <ol style="list-style-type: none"> Individual differences of opinion Including people in decisions that affect them Open and honest communication at all levels Open, responsive and welcoming conditions throughout the district. 	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> 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. Open, responsive and welcoming conditions shall mean parents/guardians and citizens will experience a sense of belonging within a safe and inclusive environment. 		

<ul style="list-style-type: none"> ● Throughout the District shall mean all classrooms, programs, facilities, and events held within or sponsored by the District. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● Family Engagement Survey results show that 70% of family respondents agree that their family is treated with respect. ● 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. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		

OE – 8 Communicating with the Board	Superintendent	
<p>The Superintendent shall assure that the Board is fully supported and adequately informed about matters relating to Board work and significant district concern.</p>	In Compliance	Not In Compliance
<p>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.</p> <ul style="list-style-type: none"> ● 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. 		
<p>Board Comments:</p>		
<p>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.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● 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.

<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● 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. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>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.</p>	<p>In Compliance</p>	<p>Not In Compliance</p>
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● 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. 		

<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> • 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 (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). • 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. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>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.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> • 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. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> • 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>SUPERINTENDENT Evidence of Compliance:</p>		

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: <ul style="list-style-type: none"> ● 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: <ul style="list-style-type: none"> ● In a survey of Board members each April and November, a majority of Board members believe they have been provided with <ul style="list-style-type: none"> ○ 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: <ul style="list-style-type: none"> ● Anticipated shall mean reasonably predictable or probable. ● Significant shall mean topics that could impact a majority of stakeholders, at the school or District level. 		

<ul style="list-style-type: none"> ● Media coverage shall mean reports, stories or commentary that may appear in the local print, television or online recognized news outlets. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● 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. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>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.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● 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. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● The Superintendent reports the specifics of any non-compliance by Board members to the Board President. <p>SUPERINTENDENT Evidence of Compliance:</p>		

<p>Board Comments:</p>		
<p>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.</p>	<p>In Compliance</p>	<p>Not In Compliance</p>
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● 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. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● 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, a majority of Board members believe they understood the intent of the information they received. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>OE – 8.8 The Superintendent will treat all members impartially and assure that all members have equal access to information.</p>	<p>In Compliance</p>	<p>Not In Compliance</p>

<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● 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. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● 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. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>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.</p>	<p>In Compliance</p>	<p>Not In Compliance</p>

<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> • 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. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> • 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. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>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.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> • Adequate shall mean sufficient communication and information that will allow the Board to fulfill its responsibilities as described by state law. 		

<ul style="list-style-type: none"> • 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>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> • 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. • 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. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>OE – 8.11 Inform the Board in a timely manner of the administrative disposition of complaints referred to the Superintendent by the Board.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> • 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. • Complaints shall mean any concern or issue that is disruptive to operations or student learning and is presented to the Superintendent by the Board. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p>		

<ul style="list-style-type: none"> 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. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>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.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> Deletions, additions, 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. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> 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. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		

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**Appleton Area School District
Operational Expectations Interpretation & Indicators Document
OE-2 Emergency Superintendent Succession**

SUPERINTENDENT CERTIFICATION:

With respect to Operational Expectations Policy OE-2, Emergency Superintendent Succession, I certify the proceeding interpretations and indicators to be accurate and complete and reasonable.

Executive Summary/Analysis:

The interpretations and indicators, as submitted below, provide assurance that I have made sufficient arrangements to provide for the safety and well being of students and staff, should I be unavailable due to an emergency situation.

Signed: _____ Date: _____
Superintendent

BOARD ACTION:

With respect to Operational Expectations Policy OE-2, Emergency Superintendent Succession, 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 –2 Emergency Superintendent Succession	Superintendent	
<p>The Superintendent shall designate at least one other executive staff member who is familiar with the Board’s governance process and issues of current concern and is capable of assuming Superintendent responsibilities on an emergency basis.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <p>The board values having an administrator who can assume the Superintendent’s role on a temporary basis that is knowledgeable about the challenges to the district and knows and understands how the board governs.</p> <ul style="list-style-type: none"> ● An executive staff member shall mean a member of the District’s Leadership Team. ● Familiar with the Board’s governance process shall mean understanding of how the board governs and the expectations related to the monitoring and reporting process as outlined in the Board’s Annual Work Plan. ● Emergency basis shall mean a period of time when the Superintendent is not available by any means and a decision that normally falls under the Superintendent’s purview must be made to ensure the safety and welfare of students and District personnel, or should such a decision not be made during this period; the District’s interests will be substantially damaged. The emergency would end upon the reestablishment of communication with the Superintendent, or, if the Superintendent is deemed by the School Board as incapable of resuming responsibilities, until the School Board appoints an interim Superintendent. <p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● The Superintendent prepares a succession list with two positions with superintendent certification that will step in for the Superintendent on an emergency basis and presents such a list to members of the Board and members of the District Leadership Team. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		

**Appleton Area School District
Operational Expectations Interpretation & Indicators Document
OE 4 Personnel Administration**

SUPERINTENDENT CERTIFICATION:

With respect to Operational Expectations Policy OE 4, Personnel Administration, 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 assures the recruitment, employment, development, evaluation and compensation of district employees in a manner necessary to enable the district to achieve its **Results** policies. Indicators are informed by best practice, follow all legal requirements, and align with other applicable OE and Results policies. While monitoring will largely be accomplished by internal reporting it will also incorporate board inspection, as appropriate.

Signed: _____ Date: _____
Superintendent

BOARD ACTION:

With respect to Operational Expectations Policy OE 4, Personnel Administration, 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 –4 Personnel Administration	Superintendent	
<p>The Superintendent shall assure the recruitment, employment, development, evaluation and compensation of district employees in a manner necessary to enable the district to achieve its Results policies.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <p>The Board values all district employees and the contributions each one makes to achieving the Results. The Board also recognizes the importance of recruiting, employing, and retaining the best employees for our district. The Board values investing in employees, both financially and in their ongoing development, as means to achieve our Results and maintain effective and high-quality personnel.</p> <ul style="list-style-type: none"> ● Recruitment shall mean to attract and select the most highly qualified candidates to contribute to a safe, welcoming, and inclusive work environment for the purpose of student success. ● Employment shall mean work defined by the District for anyone who receives monetary compensation for services rendered excluding contracted services. ● Development shall mean providing staff with orientation, mentoring, coaching, and/or professional development that enables employees to strengthen their knowledge, skills, and ability to perform their assigned position or advance within the organization. ● Evaluation shall mean a fair, credible, effective, and consistent process that assesses the effectiveness of the employee’s performance that provides feedback, recognition, and applicable support to facilitate continuous improvement and growth. ● Compensation shall mean salary or wages and benefits. ● District employee means anyone who receives compensation in exchange for services. ● Results policies shall mean outcomes as defined in R-01. 		
<p>OE – 4.1 The Superintendent will assure that no person is employed by the district without first clearing thorough background inquiries and checks.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● Background checks (for employees) shall mean utilizing a criminal background check vendor (Background Investigation Bureau - BIB) which includes county court records, state repository records, federal records, Criminal Records Database (CRD), national Sex Offender Registry, Security Watch list, and international records, CCAP, Wisconsin-Division of Law Enforcement Services (if applicable), and Department of Public Instruction (DPI) license verification. 		

<ul style="list-style-type: none"> ● Inquiries for employees shall mean reference checks and verification of employment eligibility prior to hiring. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● 100% of new employees hired have successfully cleared all applicable background checks prior to their start date as documented by HR records. ● No fewer than 2 reference checks are conducted for all new professional and support staff hires prior to official offer of employment as documented by HR records. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>OE – 4.2 The Superintendent will assure that no volunteer has unsupervised contact with students without first clearing reasonable background inquiries and checks.</p>	<p>In Compliance</p>	<p>Not In Compliance</p>
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● Volunteer shall mean an individual who provides a service without expectation of payment. ● Reasonable background checks (for volunteers) shall mean utilizing a criminal background check vendor (Background Investigation Bureau - BIB) which includes county court records, state repository records, federal records, Criminal Records Database (CRD), national Sex Offender Registry, Security Watch list, and international records, CCAP, Wisconsin-Division of Law Enforcement Services (if applicable). ● Contact shall mean any opportunity for which a volunteer has to be with students. ● Unsupervised contact shall mean contact with a student without Appleton Area School District staff present to supervise or monitor activities. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p>		

<ul style="list-style-type: none"> Satisfactory background checks are completed for all volunteers who have unsupervised contact with AASD students as documented by School Services records. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>OE – 4.3 The Superintendent will select only highly qualified and the best-suited candidates for all positions.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> Highly qualified shall mean for those positions that require a credential that the individual holds a valid teaching license or certification in a specified area and have the necessary experience, skills, and competencies expressed in the job description validated through the selection process. Best-suited shall mean the candidate selected for any position in the District meets the criteria of the position, and expectations of the hiring administrator, Chief HR Officer and/or Superintendent, is a good “fit” for the position, and who is also within the district’s salary range. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> The internal process for hiring includes the following performance data inputs: application, credentials (resume, letters of reference, or certifications), screening process, interview, and reference checks as documented through HR records. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>OE – 4.4 The Superintendent will actively recruit employees who reflect the diversity of the student population.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p>		

<ul style="list-style-type: none"> ● Actively recruit shall mean advertising positions and outreach designed to attract diverse candidates. ● Diversity of student populations shall mean the characteristics in terms of gender, sexual orientation, race, age, ability, socioeconomic status, and language represented in the Appleton Area School District student population. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● HR records show evidence of advertisements and outreach to diverse candidates. ● The number of diverse candidates will increase to better reflect the AASD school community as evidenced by HR records. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>OE – 4.5 The Superintendent will administer clear personnel rules and procedures for employees.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● Administer shall mean to supervise or oversee that personnel rules and procedures are followed. ● Clear shall mean personnel rules and procedures are communicated, easily understood, and accessible to employees. ● Rules and procedures shall mean the applicable laws, Board, and District policies that communicate the employment expectations for all District personnel. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● 95% of employees annually acknowledge their understanding and review of the Employee Handbook that details and communicates personnel rules and procedures as evidenced through HR records. 		

<ul style="list-style-type: none"> The number of individual employees with incidents of non-compliance with personnel rules and procedures shall not exceed 3% of total employees as documented through employee discipline records. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>OE – 4.6 The Superintendent will effectively handle formal complaints and concerns.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> Effectively handle shall mean investigate promptly, accurately with consideration and professionalism, with appropriate corrective action taken when warranted. Formal complaints and concerns shall mean formal, written personnel complaints or grievances related to sexual harassment, discrimination claims, handbook violations, Board and District policies and procedures, and possible violations of state and federal laws. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> 100% of formal written employee complaints and grievances are resolved or handled in accordance with District policy and associated Employee Handbook policies as documented in HR records. No administrative or judicial entity with the authority to make rulings in personnel cases finds the District in violation of the Equal Employment Opportunity Commission (EEOC) or the District’s personnel rules and procedures as evidenced by records kept by the Superintendent’s office. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		

<p>OE – 4.7 The Superintendent will maintain adequate job descriptions for all staff positions.</p>	<p>In Compliance</p>	<p>Not In Compliance</p>
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● Maintain shall mean to keep current, accurate, and available. ● Adequate shall mean job descriptions reflect the essential functions, knowledge, skills, and abilities of the responsibilities and tasks performed. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● All job descriptions are accessible internally via the intranet and externally attached to job postings as documented through HR records. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>OE – 4.8 The Superintendent will protect confidential information.</p>	<p>In Compliance</p>	<p>Not In Compliance</p>
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● Protect shall mean to secure, keep safe, and preserve employee confidential information. Access to employee information follows federal and state laws, including Health Insurance Portability and Accountability Act (HIPPA). ● Confidential shall mean protected District or personal information related to staff not typically expected to be shared for any reason. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● All documented reports of breach of confidentiality by any District staff member have been investigated and appropriate action taken as documented through HR records. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		

OE – 4.9 The Superintendent will assure that compensation and benefit plans attract and retain high quality employees by compensating employees, within available resources, in a manner consistent with the applicable marketplace, including but not limited to organizations of comparable size and type.	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● Compensation shall mean wages in the form of salary for exempt staff and hourly wages for non-exempt staff. ● Benefit plans shall mean health and other insurance, employee leave, wellness and similar programs to support employees in their personal lives. ● High quality shall mean those who are evaluated as effective or higher based on the District's evaluation criteria. ● Within available resources shall mean fiscally viable within the budget. ● In a manner consistent with the applicable marketplace means wages are reflective of those received for similar work in other school districts and businesses (where applicable). 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● Maintain an employee turnover rate that is at or below 11% as evidenced by HR records. ● The District is competitive in the benefit package offered when compared to surrounding districts as evidenced by HR Benefits Study documents. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		

OE – 4.10 The Superintendent will be consistent with their own evaluation, evaluating all employee performance according to their contribution toward achieving the Board’s Results policies and their compliance with the Board’s Operational Expectations policies.	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● Consistent with Superintendent Evaluation shall mean that all employees are evaluated as aligned with the Results policies and in adherence to Operational Expectations. ● Evaluating shall mean assessing employee performance through observations, goal setting, and progress monitoring. ● Compliance shall mean district employees are assessed using appropriate evaluation instruments that include a focus on applicable Operational Expectations and Results. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● 100% of eligible educators are evaluated on cycle in accordance with the Department of Public Instruction Educator Effectiveness System on the Charlotte Danielson Instructional Framework. ● 100% of all administrators are evaluated on cycle. Principals and assistant principals are evaluated as outlined by the Department of Public Instruction -Wisconsin Framework for Principal Leadership, District Leadership Team members are evaluated using the AASD Superintendent Evaluation, and all other administrators are evaluated on AASD Administrator Evaluation forms. ● All support personnel are evaluated on cycle using the AASD Evaluation tool that aligns with Operational Expectations. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		

<p>OE – 4.11 The Superintendent will assure that all staff members are qualified and trained to perform the responsibilities assigned to them.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● Qualified shall mean that district employees will meet district-determined criteria and that employees maintain the license, certification, or skills required by the position. ● Trained shall mean employees are prepared to accomplish work related tasks and that employees will work to continuously improve their knowledge, skills, and ability to perform their assigned position. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● All professional educators and administrators will be appropriately licensed by the Wisconsin Department of Public Instruction (DPI) as evidenced by HR records. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>OE – 4.12 The Superintendent will maintain an organizational culture that positively impacts the ability of staff to responsibly perform their jobs and allows them to work in an environment of professional support and courtesy.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● Maintain shall mean faithfully encourage and foster. ● Organizational culture shall mean the system of shared beliefs, values, and norms that influence employee behavior in the District. ● Responsibly perform their jobs shall mean fulfill their obligations and responsibilities outlined in the job description and meet the expectations of their supervising administrator. ● Professional support and courtesy shall mean a respectful workplace free of hostility and void of harassment and discrimination. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p>		

<ul style="list-style-type: none"> Employee Engagement Survey results show that 70% of staff respondents agree that their supervisor demonstrates a genuine concern for their welfare. All formal written employee complaints of harrassment/discrimination (including grievances) are addressed and resolved according to district policy as evidenced by HR records. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>OE – 4.13 The Superintendent will reasonably include personnel in decisions that affect them.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> Reasonably shall mean when feasibly possible either by survey, focus groups, workgroups, or through employee relations. Decisions that affect them shall mean decisions that could impact people directly or indirectly. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> 70% of employees respond that they feel they have been included in decisions that affect them on the Employee Engagement Survey. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		

<p>OE – 4.14 The Superintendent will establish reduction in force procedures that provide for attrition as the first line of staff reduction, provided that essential programs are not negatively impacted.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● Reduction in force shall mean eliminating a position(s) without replacing the position resulting in a reduction of total Full Time Equivalencies (FTEs) ● Procedures shall mean practices. ● Attrition shall mean to not replace a vacancy that occurs from a resignation or retirement or dismissal of an employee. ● Essential Programs shall mean courses, programs or services required through board/district/school policies, state statute, or federal law. ● Negatively impacted shall mean eliminated or a reduction of services. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● There are written procedures that provide for attrition as the first line of staff reduction as documented in HR records. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>OE – 4.15 The Superintendent may not retaliate against any employee for initiating a legitimate complaint based upon an alleged violation of Board governing policy.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● Initiating shall mean bringing a written complaint. ● Retaliate shall mean to act in revenge. ● Legitimate complaint shall mean a written statement of all claims that is neither fictitious nor false. 		

<ul style="list-style-type: none"> ● Alleged violations shall mean a claim of an infringement of policy or law that has not been confirmed or proven. ● Board governing policy shall mean written Board/District/School policies 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● All formal written employee complaints reported (according to the district policies and procedures) to the Office of the Superintendent are investigated without any retaliation toward the reporting employee as evidenced by HR records. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		