



**Monday, September 12, 2022  
Board of Education Meeting**

**APPLETON AREA SCHOOL DISTRICT  
BOARD OF EDUCATION MEETING  
Scullen Leadership Center  
131 E. Washington Street, Suite 1A  
Appleton, WI 54911  
Time: 6:00 PM  
(or upon conclusion of the work session, whichever is later)**

**The Board of Education will be meeting in the Scullen Leadership Center, 131 E. Washington Street, Suite 1A. Some individuals may be joining via remote technology and the meeting will be livestreamed on YouTube. Members of the media or general public may continue to access meetings in person or via a live stream broadcast on the Appleton Area School District YouTube Channel: <https://www.youtube.com/channel/UChO-I09YGgt4uKnCWYvt8Pw>**

**This meeting is a meeting of the Board of Education in public for the purpose of conducting the School District's business and is not to be considered a public community meeting. There is a time for public participation during the meeting as indicated in the agenda. Members of the public wishing to address the Board may speak during public input in accordance with the procedures posted on the District's website ([http://www.aasd.k12.wi.us/district/board\\_of\\_education/public\\_input](http://www.aasd.k12.wi.us/district/board_of_education/public_input)) and state law. The Wisconsin Open Meetings Law allows only brief discussion of topics that are not listed on the agenda. Therefore, the Board may not be able to fully address comments made during public input. When appropriate the Board may request the administration to reach out to a citizen regarding a concern they may have.**

**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](mailto:kopplingerclar@asd.k12.wi.us) or (920) 832-6126, at least 24-hours in advance of the meeting.**

## **1. Meeting Opening**

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<b>Subject</b>	<b>A. Roll Call</b>
Meeting	Sep 12, 2022 - Board of Education Meeting
Category	1. Meeting Opening
Type	Procedural

<b>Subject</b>	<b>B. Pledge of Allegiance</b>
Meeting	Sep 12, 2022 - Board of Education Meeting
Category	1. Meeting Opening
Type	Procedural

## **2. Approval of Agenda (GC-2: Governing Commitments)**

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**Subject** **A. Board Member Request to Remove Consent Agenda Items(s) for Separate Consideration**

Meeting Sep 12, 2022 - Board of Education Meeting

Category 2. Approval of Agenda (GC-2: Governing Commitments)

Type Procedural

**Subject** **B. Approval of Agenda**

Meeting Sep 12, 2022 - Board of Education Meeting

Category 2. Approval of Agenda (GC-2: Governing Commitments)

Type Action, Procedural

### **3. Special Presentation: Arts in Education Week**

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**Subject** **A. Recognition of Arts in Education**

Meeting Sep 12, 2022 - Board of Education Meeting

Category 3. Special Presentation: Arts in Education Week

Type Information

**Subject** **B. Paint the City Presentation**

Meeting Sep 12, 2022 - Board of Education Meeting

Category 3. Special Presentation: Arts in Education Week

Type Information, Recognition

### **4. Public Input (GC-3.3: Initiate and maintain effective communication with the citizens.)**

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**Subject** **A. Public Input**

Meeting Sep 12, 2022 - Board of Education Meeting

Category 4. Public Input (GC-3.3: Initiate and maintain effective communication with the citizens.)

Type Procedural

Public Input:

Members of the public wishing to address the Board may speak during public input in accordance with the procedures posted on the District's website and state law. The Wisconsin Open Meetings Law requires that Board of Education members do not discuss topics or respond to questions that are not listed on the agenda. The practice of the Board is to not respond to public comments during the meeting; however, when appropriate the Board may request the administration to reach out to a citizen regarding a concern they may have. Speakers will be bound by the guidelines and responsibilities outlined on the District's [website](#) and established in policy. The Board reserves the right to terminate remarks of any individual who does not adhere to established rules, whose comments are unduly repetitive of previous comments, who makes comments that are obscene, threatening, harassing, or defamatory, or whose conduct is otherwise disorderly. Comments that introduce complaints or concerns that are directed toward and that identify individual staff members or individual students are not permissible.

The Board reserves the right to amend and adjust processes and procedures relating to public input as necessary to accomplish the business of the Board, which includes the ability of the Board to limit (in a viewpoint-neutral manner)

the total time allotted for public input or the amount of time allotted to individual topics.

Policy References:

[Board Policy and Rule 187 - Public Input at School Board and Board Subcommittee Meetings](#)

## **5. Board Development (GC-2.2: The Board will assure that its members are provided with training and professional support necessary to govern effectively.)**

<b>Subject</b>	<b>A. None</b>
Meeting	Sep 12, 2022 - Board of Education Meeting
Category	5. Board Development (GC-2.2: The Board will assure that its members are provided with training and professional support necessary to govern effectively.)
Type	Discussion, Information, Presentation

## **6. Information for Board Decision Preparation (OE-8.4: Assure that the Board has adequate information from a variety of internal and external viewpoints to assure informed Board decisions.)**

<b>Subject</b>	<b>A. Business Services Update(s): AP Check Register August 2022</b>
Meeting	Sep 12, 2022 - Board of Education Meeting
Category	6. Information for Board Decision Preparation (OE-8.4: Assure that the Board has adequate information from a variety of internal and external viewpoints to assure informed Board decisions.)
Type	Discussion, Information, Report

Executive Director of Finance Holly Burr will report on Business Services items for consideration.

<b>Subject</b>	<b>B. School/Student Services Update(s): None</b>
Meeting	Sep 12, 2022 - Board of Education Meeting
Category	6. Information for Board Decision Preparation (OE-8.4: Assure that the Board has adequate information from a variety of internal and external viewpoints to assure informed Board decisions.)
Type	Discussion, Information, Report

<b>Subject</b>	<b>C. Personnel Services Update(s): Professional Educator Hire(s), Job Share(s), Contract Change(s), and Resignation(s)</b>
Meeting	Sep 12, 2022 - Board of Education Meeting
Category	6. Information for Board Decision Preparation (OE-8.4: Assure that the Board has adequate information from a variety of internal and external viewpoints to assure informed Board decisions.)
Type	Discussion, Information, Report

Chief Human Resources Officer Julie King will report on Personnel Services items for consideration.

## **7. Board's Consent Agenda (GC-2.4: The Board will use a consent agenda as a means to expedite the disposition of routine matters and dispose of other items of business it chooses not to discuss.)**

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**Subject**                    **A. Board Meeting Minutes from August 22, 2022**

Meeting                    Sep 12, 2022 - Board of Education Meeting

Category                    7. Board's Consent Agenda (GC-2.4: The Board will use a consent agenda as a means to expedite the disposition of routine matters and dispose of other items of business it chooses not to discuss.)

Type                        Action, Minutes

Minutes aren't official until they are approved at the Board meeting.

**Subject**                    **B. Expulsion Hearing Minutes 8-22-22**

Meeting                    Sep 12, 2022 - Board of Education Meeting

Category                    7. Board's Consent Agenda (GC-2.4: The Board will use a consent agenda as a means to expedite the disposition of routine matters and dispose of other items of business it chooses not to discuss.)

Type                        Action

## **8. Superintendent's Consent Agenda (OE-8.10: 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.)**

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**Subject**                    **A. AP Check Register August 2022**

Meeting                    Sep 12, 2022 - Board of Education Meeting

Category                    8. Superintendent's Consent Agenda (OE-8.10: 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.)

Type                        Action

**Subject**                    **B. Professional Educator New Hire(s)**

Meeting                    Sep 12, 2022 - Board of Education Meeting

Category                    8. Superintendent's Consent Agenda (OE-8.10: 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.)

Type                        Action

File Attachments <a href="#">IFC Professional Educator New Hires 9-12-22.pdf (141 KB)</a>
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**Subject**                    **C. Professional Educator Job Share(s)**

Meeting Sep 12, 2022 - Board of Education Meeting

Category 8. Superintendent's Consent Agenda (OE-8.10: 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.)

Type Action

File Attachments  
[IFC Professional Educator Job Share 9-12-22.pdf \(6 KB\)](#)

**Subject D. Professional Educator Contract Change(s)**

Meeting Sep 12, 2022 - Board of Education Meeting

Category 8. Superintendent's Consent Agenda (OE-8.10: 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.)

Type Action

File Attachments  
[IFC Professional Educator Contract Changes 9-12-22.pdf \(35 KB\)](#)

**Subject E. Professional Educator Resignation(s)**

Meeting Sep 12, 2022 - Board of Education Meeting

Category 8. Superintendent's Consent Agenda (OE-8.10: 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.)

Type Action

File Attachments  
[IFC Professional Educator Resignation 9-12-22.pdf \(7 KB\)](#)

**9. Reports (OE-8.2: Provide for the Board, in a timely manner, information about trends, facts and other information relevant to the Board's work.)**

**Subject A. Business Services Report: Anticipated Reduction in Referendum Cost**

Meeting Sep 12, 2022 - Board of Education Meeting

Category 9. Reports (OE-8.2: Provide for the Board, in a timely manner, information about trends, facts and other information relevant to the Board's work.)

Type Discussion, Information, Presentation, Report

Superintendent Greg Hartjes will report on an anticipated reduction to the cost of the proposed referendum.

**Subject B. School Services Report: None**

Meeting Sep 12, 2022 - Board of Education Meeting  
Category 9. Reports (OE-8.2: Provide for the Board, in a timely manner, information about trends, facts and other information relevant to the Board's work.)  
Type Discussion, Information, Presentation, Report

**Subject C. Personnel Services Report: None**

Meeting Sep 12, 2022 - Board of Education Meeting  
Category 9. Reports (OE-8.2: Provide for the Board, in a timely manner, information about trends, facts and other information relevant to the Board's work.)  
Type Discussion, Information, Presentation, Report

## **10. Board Business**

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**Subject A. Monitoring Report Process: Feedback and Follow-Up - for Discussion**

Meeting Sep 12, 2022 - Board of Education Meeting  
Category 10. Board Business  
Type Discussion

**Subject B. OE-4 Personnel Administration - Monitoring Report - for Consideration**

Meeting Sep 12, 2022 - Board of Education Meeting  
Category 10. Board Business  
Type Action, Discussion

File Attachments  
[OE-4 Personnel Administration - Monitoring Report.pdf \(840 KB\)](#)

**Subject C. Consent Agenda Item(s) Removed for Separate Consideration**

Meeting Sep 12, 2022 - Board of Education Meeting  
Category 10. Board Business  
Type Action, Discussion

## **11. Items of Information**

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**Subject A. None**

Meeting Sep 12, 2022 - Board of Education Meeting  
Category 11. Items of Information  
Type Information

## **12. Future Meetings**

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**Subject** **A. Board Work Session: Wednesday, September 21, 2022, 7:30 AM**

Meeting Sep 12, 2022 - Board of Education Meeting

Category 12. Future Meetings

Type Information

**Subject** **B. Board Meeting: Monday, September 26, 2022, 6:00 PM**

Meeting Sep 12, 2022 - Board of Education Meeting

Category 12. Future Meetings

Type Information

### **13. Adjourn**

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**Subject** **A. Motion to Adjourn the Meeting**

Meeting Sep 12, 2022 - Board of Education Meeting

Category 13. Adjourn

Type Action, Procedural

### **14. QUESTIONS FOR NOVEMBER 8, 2022 REFERENDUM ELECTION - INFORMATION FOR PUBLIC**

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**Subject** **A. Question Number I: Shall the Appleton Area School District, Outagamie, Calumet and Winnebago Counties, Wisconsin be authorized to issue pursuant to Chapter 67 of the Wisconsin Statutes, general obligation bonds in an amount not to exceed \$129,800,000 for the public purpose of paying the cost of a school building and facility improvement project consisting of: district-wide updates to classroom and STEM (science, technology, engineering, and math) areas, and safety and security improvements; construction of a new elementary school and related site improvements on district-owned land; remodeling and learning space updates at the elementary schools; renovations and construction of additions at the middle schools and the high schools, including for classrooms and high school fitness center and physical education space; and acquisition of furnishings, fixtures and equipment?**

Meeting Sep 12, 2022 - Board of Education Meeting

Category 14. QUESTIONS FOR NOVEMBER 8, 2022 REFERENDUM ELECTION - INFORMATION FOR PUBLIC

Type Information

This question will appear exactly as stated on the November 8, 2022 Election Ballot. Additional information regarding the Fall 2022 Referendum can be found here: [https://www.aasd.k12.wi.us/district/fall\\_2022\\_referendum](https://www.aasd.k12.wi.us/district/fall_2022_referendum).

**Subject** **B. Question Number II: Shall the Appleton Area School District, Outagamie, Calumet and Winnebago Counties, Wisconsin be authorized to exceed the revenue limit specified in Section 121.91, Wisconsin Statutes, by \$5,000,000 beginning with the 2023-2024 school year, for recurring purposes consisting of expenses for ongoing school building maintenance, cleaning and utility costs, staffing for STEM classes and reducing class sizes in kindergarten, first and second grades?**

Meeting Sep 12, 2022 - Board of Education Meeting

Category 14. QUESTIONS FOR NOVEMBER 8, 2022 REFERENDUM ELECTION - INFORMATION FOR PUBLIC

Type Information

This question will appear exactly as stated on the November 8, 2022 Election Ballot. Additional information regarding the Fall 2022 Referendum can be found here: [https://www.aasd.k12.wi.us/district/fall\\_2022\\_referendum](https://www.aasd.k12.wi.us/district/fall_2022_referendum).

**Subject C. For more information, visit [https://www.aasd.k12.wi.us/district/fall\\_2022\\_referendum](https://www.aasd.k12.wi.us/district/fall_2022_referendum)**

Meeting Sep 12, 2022 - Board of Education Meeting

Category 14. QUESTIONS FOR NOVEMBER 8, 2022 REFERENDUM ELECTION - INFORMATION FOR PUBLIC

Type Information



## ITEM FOR CONSIDERATION

**TOPIC:** Professional Educator New Hire(s)

**BACKGROUND INFORMATION:** The professional educators listed below are recommended for contractual positions for the 2022-2023 school year:

<u>Name</u>	<u>Position</u>	<u>Location</u>	<u>FTE</u>	<u>Salary</u>	<u>Effective Date:</u>
Melissa M. Ernst	Alternative Ed.	West	20%	\$11,899	9/6/22
Joel D. Hallstrom	Grade 4	Johnston	100%	\$44,959	8/25/22
Kristine M. Harrison	Grade 4	Franklin	100%	\$50,579	8/30/22
Mary K. Hoh	Grade 3/4	Huntley	100%	\$52,881	8/29/22
Michael J. Ingels	English Language Arts	North	100%	\$52,527	8/29/22
Sarah J. Jakusz-Kelch	Special Ed-EBD	Madison	100%	\$44,238	8/31/22
Ilse L. Lathrop	Speech & Language	Huntley/Horizons	100%	\$54,513	8/29/22
Andrea L. Lodoen	Grade 3/4	Berry	100%	\$50,350	8/24/22
Ann M. Pomush	Grade 6	Huntley	100%	\$47,786	8/29/22
Amber J. Ruffing	Grade 4	McKinley	100%	\$44,719	8/29/22
Jared M. Stanley	SEL Dean/Social Studies	West	100%	\$62,527	8/29/22
Kathryn E. Stanley	Grade 6	Jefferson	50%	\$26,725	8/24/22
Irma Tavlian	Marketing	Morgan	50%	\$29,779	8/29/22
Dana A. Timm Ballard	English Language Learner	Ferber	100%	\$64,209	8/29/22
Carrie L. Walkup	Special Ed-SEBD	McKinley	100%	\$45,200	8/24/22
Elizabeth A. Wich	Grade 6	Jefferson	50%	\$29,275	8/24/22
Brigetta K.M. Wingender	Special Ed-SLD	Columbus	100%	\$44,719	8/29/22

**Melissa M. Ernst** received her Master of Science degree from UW-Milwaukee with a major in Administrative Leadership/Educational Administration. Ms. Ernst is being hired as a “Temporary Employee” for the 2022-2023 school year. Most recently, she served the District as an Alternative Education Teacher at Wilson Middle School.

**Joel D. Hallstrom** received his Bachelor of Arts degree from Ripon College with a major in History and a minor in Education. Mr. Hallstrom is being hired under a one-year license with stipulations as a “Temporary Employee” for the 2022-2023 school year. Most recently, he served the District as a Substitute Teacher.

**Kristine M. Harrison** received her Doctor of Philosophy degree from UW-Madison with a major in Curriculum & Instruction. Ms. Harrison is being hired as a “Temporary Employee” for the 2022-2023 school year. Most recently, she served the Madison Metropolitan School District as a Substitute Teacher.

**Mary K. Hoh** received her Master of Science in Education degree from UW-Superior with a major in Educational Administration. Ms. Hoh is being hired as a “Temporary Employee” for the 2022-2023 school year. Most recently, she served Most Precious Blood Catholic School as a Principal.

**Michael J. Ingels** received his Master in the Art of Teaching degree from Marygrove College with a major in Teaching. Mr. Ingels is being hired under a one-year license with stipulations as a “Temporary Employee” for the 2022-2023 school year. Most recently, he served the Addison Community Schools as an English and Social Studies Teacher.

**Sarah Jakusz Kelch** received her Bachelor of Arts degree from Western Governors University with a major Special Education. Ms. Jakusz Kelch is being hired as a “Temporary Employee” for the 2022-2023 school year. Most recently, she completed her Student Teaching with the Little Chute Area School District.

**Ilse L. Lathrop** received her Master of Science degree from University of Redlands with a major in Communicative Disorders. Ms. Lathrop is being hired as a “Temporary Employee” for the 2022-2023 school year. Most recently, she served the Green Bay Area Public Schools as a Speech & Language Pathologist.

**Andrea L. Lodoen** received her Master of Science degree from Concordia University with a major in Teaching & Learning. Ms. Lodoen is being hired as a “Temporary Employee” for the 2022-2023 school year. Most recently, she served the District as a Substitute Teacher.

**Ann M. Pomush** received her Bachelor of Arts degree from UW-Green Bay with a major Elementary Education. Ms. Pomush is being hired as a “Temporary Employee” for the 2022-2023 school year. Most recently, she served the Green Bay Area Public Schools as a Math Interventionist.

**Amber J. Ruffing** received her Bachelor of Arts degree from UW-Milwaukee with a major Advertising and Public Relations. Ms. Ruffing is being hired under a one-year license with stipulations as a “Temporary Employee” for the 2022-2023 school year. Most recently, she served the District as a Substitute Teacher.

**Jared M. Stanley** received his Master of Science degree from Concordia University with a major in Reading Education. Most recently, he served Rawhide Youth Services as a Young Life Program Manager.

**Kathryn E. Stanley** received her Master of Arts in Education degree from Marian University with a major in Teacher Education. Ms. Stanley is being hired as a “Temporary Employee” for the 2022-2023 school year. Most recently, she served the District as a Substitute Teacher.

**Irma Tavlian** received her Master of Business Administration degree from UW-Oshkosh with a major Business Administration. Ms. Tavlian is being hired under a one-year license with stipulations as a “Temporary Employee” for the 2022-2023 school year. Most recently, she served Greater Fox Cities Habitat for Humanity as the Director of Marketing and Communications.

**Dana A. Timm-Ballard** received her Master of Teacher Education degree from Eastern Oregon University with a major in Early Childhood and Elementary Education. Ms. Timm-Ballard is being hired for a “Temporary Assignment” for the 2022-2023 school year. Most recently, she served the Walla Walla Public Schools as an Elementary Teacher.

**Carrie L. Walkup** received her Bachelor of Science degree from UW-Oshkosh with a major Human Services Leadership. Ms. Walkup is being hired under a one-year license with stipulations as a “Temporary Employee” for the 2022-2023 school year. Most recently, she served the District as a Special Education Paraprofessional at McKinley Elementary School.

**Elizabeth A. Wich** received her Master of Arts in Education degree from Marian University with a major in Teacher Education. Ms. Wich is being hired as a “Temporary Employee” for the 2022-2023 school year. Most recently, she served the District as a Substitute Teacher.

**Brigetta K.M. Wingender** received her Bachelor of Science in Education degree from UW-Madison with a major in Communicative Disorders. Ms. Wingender is being hired under a one-year license with stipulations as a “Temporary Employee” for the 2022-2023 school year. Most recently, she served Prince of Peace Lutheran Church as a Faith Formation Coordinator.

**FISCAL NOTE:** As indicated above

**ADMINISTRATIVE RECOMMENDATION:** Approval

**INSTRUCTIONAL IMPACT:** The candidates listed above have been recommended by the administrator to whom they will report as the best candidates for the positions.

**CONTACT PERSON:** Julie King, (920) 997-1399 (ext. 2042)

9/12/22

## ITEM FOR CONSIDERATION

**TOPIC:** Job Share

**BACKGROUND INFORMATION:** The following professional educators have requested to job share during the 2022-2023 school year. Should the Board agree to the proposal, contracts would as follows:

<u>Grade 6 - Jefferson</u>	<u>FTE of Contract</u>
Kathryn E. Stanley	50%
Elizabeth A. Wich	50%

**FISCAL NOTE:** None

**ADMINISTRATIVE RECOMMENDATION:** Approval. This program has served the District well. Two employees share the responsibility of one position. The job-sharing arrangement is evaluated by the professional educators and the building principal to determine if it should continue for the succeeding year. A request for job sharing is a request for a voluntary reduction in contract.

**INSTRUCTIONAL IMPACT:** The intent is to continue to provide excellent teaching with two people sharing in the goal of quality instruction, while meeting the needs and desires of staff and students.

**CONTACT PERSONS:** Julie King, (920) 997-1399 (x2042)

9/12/22

## ITEM FOR CONSIDERATION

**TOPIC:** Professional Educator Contract Change(s)

**BACKGROUND INFORMATION:** A contract change for the following individual is recommended for the 2022-2023 school year:

<u>Name</u>	<u>Position</u>	<u>Location</u>	<u>FTE</u>	<u>Effective Date</u>
Teri A. Berlowski	Family & Consumer Science	North	100% to 120%	8/24/22-6/5/23
Kelly A. Blair	World Language-Spanish	Madison	100% to 108%	8/24/22-6/5/23
Rosamond J. Birch	Personal Finance Management	West	100% to 120%	8/24/22-1/20/23
Laurie L. Brewton	World Language-Spanish	East	40% to 60%	8/24/22
David W. Cash	Technology Education	West	100% to 120%	8/24/22-6/5/23
Kristen O. Cline Schubbe	Health	West	60% to 100%	8/24/22
Jessica E. Crownhart	English Language Arts	Classical	100% to 120%	8/24/22-6/5/23
Laura K. Dickenson	School Counselor	Kaleidoscope	70% to 90%	8/24/22
Leah E. Dreyer	English Language Arts	North	80% to 90%	8/24/22
Scott A. Fish	Math	North	100% to 120%	8/24/22-6/5/23
Sonja R. Ferguson	School Counselor	Ferber	80% to 40%	9/5/22
Jennifer L. Flannery-Bosin	World Language-Spanish	East	100% to 120%	8/24/22-6/5/23
Martha H. Frega	Dean	Highlands	50% to 60%	8/24/22
David K. Gassner	Physical Education	West	100% to 120%	1/23/23-6/5/23
Carrie A. Giauque	Technology Education	A-Tech	100% to 120%	8/24/22-1/20/23
Lisa M. Groff	Special Ed-SLD	West	100% to 120%	8/24/22-6/5/23
Joel T. Hermansen	Social Studies	North	100% to 120%	8/24/22-6/5/23
Kristi S. Hill	School Counselor	Edison	60% to 80%	8/24/22
Stephanie M. Hooyman	World Language-French	Odyssey	100% to 117%	8/24/22-6/5/23
Karen R. Hoppe	World Language-Spanish	Madison	100% to 108%	8/24/22-6/5/23
Gregory M. Huenink	Social Studies	North	100% to 120%	1/23/23-6/5/23
Jeremy L. Kautz	Patriot Productions Live Stream	East	100% to 120%	8/24/22-6/5/23
Katherine C. Kinzenbaw	English Language Arts	West	100% to 120%	8/24/22-6/5/23
Kenneth J. Krause	Math	West	100% to 120%	8/24/22-6/5/23
Mitchell P. Krug	Personal Finance Management	West	100% to 120%	8/24/22-1/20/23
Molly R. Lessner	Math	North	100% to 120%	8/24/22-6/5/23
Elyse C. Lucas	Art	North	100% to 120%	8/24/22-6/5/23
David B. Meixl	Social Studies	North	100% to 120%	8/24/22-6/5/23
Krista M. Meneghini	Art	West	80% to 100%	8/24/22
Anne M. Murray	Literacy-Interventionist	Wilson	100% to 117%	8/24/22-6/5/23
Mitchell D. Nichols	Art	North	100% to 120%	1/23/23-6/5/23
Kevin J. Reichardt	Physical Education	East	100% to 120%	8/24/22-1/20/23
Jill C. Rietveld	Science	North	100% to 120%	8/24/22-6/5/23
Alma C. Rivera	World Language-Spanish	East	100% to 120%	8/24/22-6/5/23

<b><u>Name</u></b>	<b><u>Position</u></b>	<b><u>Location</u></b>	<b><u>FTE</u></b>	<b><u>Effective Date</u></b>
Sara K. Schroeder	Literacy Interventionist	Classical	50% to 100%	8/24/22
Aaron J. Shaw	Physical Education	East	100% to 120%	8/24/22-1/20/23
Mark E. Sparks	Personal Finance Management	West	100% 120%	1/23/23-6/5/23
Christopher J. Stratton	Physical Education	West	100% to 120%	1/23/23-6/5/23
Debbie J. Strick	SAPAR-Teen Parent Support	North	100% to 110%	8/24/22-6/5/23
Sarah J. Struensee	Literacy-Interventionist	Berry	50% to 60%	8/24/22
Daniel J. Van Sickle	Music-Choir	Madison	100% to 108%	8/24/22-6/5/23
PaNhia V. Yang	SAPAR-Teen Parent Support	East	100% to 110%	8/24/22-6/5/23
Hannah L. Zarecki	World Language-Spanish	East	100% to 120%	8/24/22-6/5/23
Jessica J. Zitzelberger	Art	North	100% to 120%	8/24/22-1/20/23

**FISCAL NOTE:** As indicated above

**ADMINISTRATIVE RECOMMENDATION:** Approval

**INSTRUCTIONAL IMPACT:** These assignments will meet the needs of students

**CONTACT PERSON:** Julie King, (920) 997-1399 (ext. 2042)

9/12/22

## ITEM FOR CONSIDERATION

**TOPIC:** Professional Educator Resignation(s)

**BACKGROUND INFORMATION:** The following Professional Educator has submitted a letter of resignation.

**Jennifer F. Sartori** has been with the District for sixteen years, most recently as a Special Education Teacher at East and North High Schools effective at the end of the Wednesday, August 31, 2022 workday.

**FISCAL NOTE:** Dependent upon replacement

**ADMINISTRATIVE RECOMMENDATION:** Approval

**INSTRUCTIONAL IMPACT:** A qualified replacements will be procured

**CONTACT PERSON:** Julie King, 920-997-1399 (ext. 2042)

9/12/22

Success for  
Every Student,  
Every Day



**Appleton Area School District  
Operational Expectations Monitoring Report  
OE 4 Personnel Administration**

**SUPERINTENDENT CERTIFICATION:**

With respect to Operational Expectations Policy OE 4, Personnel Administration, the Superintendent certifies that the following information is accurate and complete, and that the Organization is:

- Compliant**
- Compliant with the exceptions noted:**
- Non-Compliant**

**Executive Summary/Analysis:**

The evidence, as submitted below, will demonstrate 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.

**Notes or exceptions, if any:**

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Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Superintendent



**BOARD ACTION:**

With respect to Operational Expectations Policy OE 4, Personnel Administration, the Board finds that the organization is:

\_\_\_ **Compliant**

\_\_\_ **Compliant with the exceptions noted:**

\_\_\_ **Non-Compliant**

**Commendations and/or Recommendations, if any:**

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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 <b>Results</b> policies.</p>	In Compliance	Not In Compliance
<p><b>SUPERINTENDENT Interpretation:</b></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 a means to achieve our Results and maintain effective and high-quality personnel.</p> <ul style="list-style-type: none"> <li>● <b>Recruitment</b> 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.</li> <li>● <b>Employment</b> shall mean work defined by the District for anyone who receives monetary compensation for services rendered excluding contracted services.</li> <li>● <b>Development</b> 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.</li> <li>● <b>Evaluation</b> 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.</li> <li>● <b>Compensation</b> shall mean salary or wages and benefits.</li> <li>● <b>District employee</b> means anyone who receives compensation in exchange for services.</li> <li>● <b>Results policies</b> shall mean outcomes as defined in R-01.</li> </ul>		
<p><b>OE – 4.1</b> 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><b>SUPERINTENDENT Interpretation:</b></p> <ul style="list-style-type: none"> <li>● <b>Background checks</b> (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.</li> </ul>		

<ul style="list-style-type: none"> <li>● <b>Inquiries</b> for employees shall mean reference checks and verification of employment eligibility prior to hiring.</li> </ul>		
<p><b>SUPERINTENDENT Indicators of Compliance:</b></p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> <li>● 100% of new employees hired have successfully cleared all applicable background checks prior to their start date as documented by HR records.</li> <li>● 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.</li> </ul> <p><b>SUPERINTENDENT Evidence of Compliance:</b></p> <ul style="list-style-type: none"> <li>● The Human Resources Department processed 618 background checks between August 25, 2021 and August 23, 2022. This includes 286 employee background checks for administrators, educators and support staff and 332 background checks for substitutes, hourly and co-curricular. Each newly hired employee had a satisfactory background check prior to starting work.</li> <li>● All hires had completed reference checks prior to the official offer of employment by Human Resources. Human Resources has written protocols that include as part of the hiring process the requirement for the hiring administrator to complete a minimum of two reference checks. Administrators are required to attest to the completion and submit documentation of the completion of reference checks when submitting a recommendation for hire. In February, we transitioned to Frontline Recruiting and Hiring Software, which records the submission of references checks as a measure to ensure fidelity in the reference check process.</li> </ul>	<p>X</p> <p>X</p>	
<p><b>Board Comments:</b></p>		
<p><b>OE – 4.2</b> 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><b>SUPERINTENDENT Interpretation:</b></p> <ul style="list-style-type: none"> <li>● <b>Volunteer</b> shall mean an individual who provides a service without expectation of payment.</li> <li>● <b>Reasonable background checks</b> (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</li> </ul>		

<p>Database (CRD), national Sex Offender Registry, Security Watch list, and international records, CCAP, Wisconsin-Division of Law Enforcement Services (if applicable).</p> <ul style="list-style-type: none"> <li>● <b>Contact</b> shall mean any opportunity for which a volunteer has to be with students.</li> <li>● <b>Unsupervised contact</b> shall mean contact with a student without Appleton Area School District staff present to supervise or monitor activities.</li> </ul>		
<p><b>SUPERINTENDENT Indicators of Compliance:</b></p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> <li>● Satisfactory background checks are completed for all volunteers who have unsupervised contact with AASD students as documented by School Services records.</li> </ul> <p><b>SUPERINTENDENT Evidence of Compliance:</b></p> <ul style="list-style-type: none"> <li>● During the period of August 31, 2021 – August 16, 2022 the internal control processes verify that no person filling a volunteer positions were permitted to have unsupervised contact with AASD students as documented by School Services and Volunteer Services records without having successfully cleared all background checks listed in this interpretation. The School and Volunteer Services processed 357 volunteer background checks during this period in which 10 “did not meet guidelines” for unsupervised contact with AASD students as a volunteer.</li> </ul>	X	
<p><b>Board Comments:</b></p>		
<p><b>OE – 4.3</b> The Superintendent will select only highly qualified and the best-suited candidates for all positions.</p>	In Compliance	Not In Compliance
<p><b>SUPERINTENDENT Interpretation:</b></p> <ul style="list-style-type: none"> <li>● <b>Highly qualified</b> 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.</li> <li>● <b>Best-suited</b> 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.</li> </ul>		

<p><b>SUPERINTENDENT Indicators of Compliance:</b></p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> <li>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.</li> </ul> <p><b>SUPERINTENDENT Evidence of Compliance:</b></p> <p>The internal process for hiring includes performance the data inputs as follows:</p> <ul style="list-style-type: none"> <li><i>Credentials:</i> Application and resume (all candidates), cover letter and three (3) letters of recommendation (only applicable groups), Transcripts (educators, administrators, and ESSA paraprofessionals)</li> <li>Candidate Screening process</li> <li>Licensure verification (if applicable)</li> <li>Interview</li> <li>Reference checks</li> </ul> <p>All applicants must apply through Frontline, an online, paperless recruitment and application system, which includes completing the application, written responses, and attesting to the accuracy of information within application materials. Administrators are trained on the AASD Administrative Hiring Protocols that outline the requirements of all components of the hiring process. The Frontline system has a built-in workflow process including checks to ensure consideration of inputs and fidelity of the hiring process.</p>	X	
<p><b>Board Comments:</b></p>		
<p><b>OE – 4.4</b> The Superintendent will actively recruit employees who reflect the diversity of the student population.</p>	In Compliance	Not In Compliance
<p><b>SUPERINTENDENT Interpretation:</b></p> <ul style="list-style-type: none"> <li><b>Actively recruit</b> shall mean advertising positions and outreach designed to attract diverse candidates.</li> <li><b>Diversity of student populations</b> 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.</li> </ul>		
<p><b>SUPERINTENDENT Indicators of Compliance:</b></p>		

<p>We will know we are compliant when:</p> <ul style="list-style-type: none"> <li>● HR records show evidence of advertisements and outreach to diverse candidates.</li> <li>● The number of diverse candidates will increase to better reflect the AASD school community as evidenced by HR records.</li> </ul> <p><b>SUPERINTENDENT Evidence of Compliance:</b></p> <p>Applicants self-identify their demographics information by completing an Equal Employment Opportunity (EEO) form through Frontline. This information is gathered by the District for the purpose of diversifying the AASD workforce. As the process is voluntary, it is challenging to accurately determine the demographics of candidates applying to the District to determine whether our number of diverse candidates are increasing to better reflect the AASD school community.</p> <ul style="list-style-type: none"> <li>● There has been extensive efforts in advertisements and outreach to diverse candidates: <ul style="list-style-type: none"> <li>○ HR has expanded outreach to candidates beyond Appleton as documented and tracked in Frontline (Proactive Recruiting) system. This information shows AASD has sent specific job posting emails to 39,663 nation-wide and international candidates. In addition, specific Proactive Recruiting campaigns for some positions included targeted outreach to more diverse areas of the state (i.e. Milwaukee, Racine, Kenosha and Madison) for select vacancies.</li> <li>○ HR has collaborated with U.S. Venture, LEAVEN, Outagamie County (CAP Program), the New North Equity, Diversity, and Inclusion (EDI) K-12 Task Force, and the AASD Diversity, Equity and Inclusion Department in an effort to support and source diverse candidates.</li> <li>○ Several introductory meetings with HR administrators were held with potential candidates of color referred by other employees or community organizations, which resulted in hiring candidates of color.</li> <li>○ The HR Talent Acquisition and Retention Specialist has contacted community ethnic and cultural centers and associations with job fair and posting information. (For example, all the Hmong American Associations between Oshkosh and Green Bay were individually notified of a Hmong Interpreter vacancies).</li> </ul> </li> <li>● HR transitioned to using Frontline in March of 2022, which allowed for the efficient collection and reporting of EEO demographic information. As a result, the District has seen the number of diverse candidates applying to AASD increase documented by received EEO forms between Q3 and Q4 of 2022.</li> </ul>	<p>X</p> <p>X</p>	
<p><b>Board Comments:</b></p>		

<p><b>OE – 4.5</b> The Superintendent will administer clear personnel rules and procedures for employees.</p>	<p>In Compliance</p>	<p>Not In Compliance</p>
<p><b>SUPERINTENDENT Interpretation:</b></p> <ul style="list-style-type: none"> <li>● <b>Administer</b> shall mean to supervise or oversee that personnel rules and procedures are followed.</li> <li>● <b>Clear</b> shall mean personnel rules and procedures are communicated, easily understood, and accessible to employees.</li> <li>● <b>Rules and procedures</b> shall mean the applicable laws, Board, and District policies that communicate the employment expectations for all District personnel.</li> </ul>		
<p><b>SUPERINTENDENT Indicators of Compliance:</b></p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> <li>● 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.</li> <li>● 100% of significant non-compliance of staff will be addressed, documented, and communicated to staff in writing as documented through HR records.</li> </ul> <p><b>SUPERINTENDENT Evidence of Compliance:</b></p> <ul style="list-style-type: none"> <li>● All district employees are registered each year for the Annual Staff Policy and Handbook Review. This training includes personnel rules and procedures documented in the Employee Handbook as well as polices the District is legally required to provide to staff on an annual basis. Through this process employees acknowledge their understanding and review of the information. his is an annual process which is currently in process for the 2022-2023 school year. <ul style="list-style-type: none"> <li>○ Verification of acknowledgement and understanding of the Employee Handbook is tracked through Frontline – MyLearning Plan Software. <ul style="list-style-type: none"> <li>▪ For the 2021-2022 school year 2656/2697 staff – <b>98.5%</b> (including substitutes, coaches, PT/FT staff, etc.) indicated they completed the “2021-22 Annual Staff Policy and Handbook Review”.</li> <li>▪ Staff are in the process of completing the 2022-2023 school year training.</li> </ul> </li> <li>○ The Employee Handbook is accessible to employees via the employee website.</li> </ul> </li> </ul>	<p>X</p> <p>X</p>	





<ul style="list-style-type: none"> <li>The District did not receive any rulings from administrative or judicial entities regarding case findings in violation of the Equal Employment Opportunity Commission (EEOC) and as a result there were no corrective actions directed by the EEOC to implement.</li> </ul>		
<p><b>Board Comments:</b></p>		
<p><b>OE – 4.7</b> The Superintendent will maintain adequate job descriptions for all staff positions.</p>	In Compliance	Not In Compliance
<p><b>SUPERINTENDENT Interpretation:</b></p> <ul style="list-style-type: none"> <li><b>Maintain</b> shall mean to keep current, accurate, and available.</li> <li><b>Adequate</b> shall mean job descriptions reflect the essential functions, knowledge, skills, and abilities of the responsibilities and tasks performed.</li> </ul>		
<p><b>SUPERINTENDENT Indicators of Compliance:</b></p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> <li>All job descriptions are accessible internally via the intranet and externally attached to job postings as documented through HR records.</li> </ul> <p><b>SUPERINTENDENT Evidence of Compliance:</b></p> <ul style="list-style-type: none"> <li>In December of 2021, the District transitioned to a new intranet for staff. The new platform now includes a section for job descriptions where all approved job descriptions are published for employees. Consistently, all positions posted on the District applicant website (Frontline) included a link to the AASD job description.</li> </ul>	X	
<p><b>Board Comments:</b></p>		
<p><b>OE – 4.8</b> The Superintendent will protect confidential information.</p>	In Compliance	Not In Compliance
<p><b>SUPERINTENDENT Interpretation:</b></p>		

<ul style="list-style-type: none"> <li>● <b>Protect</b> 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).</li> <li>● <b>Confidential</b> shall mean protected District or personal information related to staff not typically expected to be shared for any reason.</li> </ul>		
<p><b>SUPERINTENDENT Indicators of Compliance:</b></p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> <li>● All documented reports of breach of confidentiality by any District staff member have been investigated and appropriate action taken as documented through HR records.</li> </ul> <p><b>SUPERINTENDENT Evidence of Compliance:</b></p> <ul style="list-style-type: none"> <li>● There was one employee complaint of a breach confidentiality by a District staff member that was investigated and not substantiated.</li> </ul>		
<p><b>Board Comments:</b></p>		
<p><b>OE – 4.9</b> 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.</p>	In Compliance	Not In Compliance
<p><b>SUPERINTENDENT Interpretation:</b></p> <ul style="list-style-type: none"> <li>● <b>Compensation</b> shall mean wages in the form of salary for exempt staff and hourly wages for non-exempt staff.</li> <li>● <b>Benefit plans</b> shall mean health and other insurance, employee leave, wellness and similar programs to support employees in their personal lives.</li> <li>● <b>High quality</b> shall mean those who are evaluated as effective or higher based on the District’s evaluation criteria.</li> <li>● <b>Within available resources</b> shall mean fiscally viable within the budget.</li> <li>● <b>In a manner consistent with the applicable marketplace means</b> wages are reflective of those received for similar work in other school districts and businesses (where applicable).</li> </ul>		

<p><b>SUPERINTENDENT Indicators of Compliance:</b></p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> <li>• The District is competitive in the benefit package offered when compared to surrounding districts as evidenced by HR Benefits Study documents.</li> <li>• The District maintains competitive compensation when compared to surrounding districts as evidenced by HR Compensation Study documents.</li> </ul> <p><b>SUPERINTENDENT Evidence of Compliance:</b></p> <ul style="list-style-type: none"> <li>• The District annually reviews the benefit package offered to employees to ensure it is competitive when compared to surrounding districts as evidenced by HR Benefits Study documents. Select members of the AASD District Leadership collaborate with benefits experts and our benefits consultants annually on benefits strategic planning that includes examining market trends with a focus on public sector employers. In addition, we meet monthly to monitor key indicators to gauge our plan performance and the progress of implementing strategies. In addition, the Human Resources Department gathers regional information to ensure competitiveness in the District’s benefit package.</li> <li>• The District is competitive and within salary ranges when compared to the market for positions in the local area and comparative size school districts for specific positions. Annually, compensation is reviewed and as part of the process Human Resources researches comparable school district’s compensation and provides information to the Board of Education. Every effort is made to maintain competitive compensation within the budget.</li> </ul>	<p>X</p> <p>X</p>	
<p><b>Board Comments:</b></p>		
<p><b>OE – 4.10</b> 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.</p>	<p>In Compliance</p>	<p>Not In Compliance</p>
<p><b>SUPERINTENDENT Interpretation:</b></p> <ul style="list-style-type: none"> <li>• <b>Consistent with Superintendent Evaluation</b> shall mean that all employees are evaluated as aligned with the Results policies and in adherence to Operational Expectations.</li> <li>• <b>Evaluating</b> shall mean assessing employee performance through observations, goal setting, and progress monitoring.</li> </ul>		

<ul style="list-style-type: none"> <li>● <b>Compliance</b> shall mean district employees are assessed using appropriate evaluation instruments that include a focus on applicable Operational Expectations and Results.</li> </ul>		
<p><b>SUPERINTENDENT Indicators of Compliance:</b></p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> <li>● 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.</li> <li>● 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.</li> <li>● All support personnel are evaluated on cycle using the AASD Evaluation tool that aligns with Operational Expectations.</li> </ul> <p><b>SUPERINTENDENT Evidence of Compliance:</b></p> <ul style="list-style-type: none"> <li>● For the 2021-2022 school year 99.4% of summary year evaluations were completed (972 in summary year – 966 completed and 6 incomplete). The incomplete evaluations included 4 educators, 1 administrator and 1 secretary. The assigned administrator of the 6 incomplete evaluations either is no longer employed or had the incomplete evaluations addressed by their supervisor.</li> </ul>		<p>X</p> <p>X</p> <p>X</p>
<p><b>Board Comments:</b></p>		
<p><b>OE – 4.11</b> The Superintendent will assure that all staff members are qualified and trained to perform the responsibilities assigned to them.</p>	<p>In Compliance</p>	<p>Not In Compliance</p>
<p><b>SUPERINTENDENT Interpretation:</b></p> <ul style="list-style-type: none"> <li>● <b>Qualified</b> shall mean that district employees will meet district-determined criteria and that employees maintain the license, certification, or skills required by the position.</li> <li>● <b>Trained</b> 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.</li> </ul>		

<p><b>SUPERINTENDENT Indicators of Compliance:</b></p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> <li>All professional educators and administrators will be appropriately licensed by the Wisconsin Department of Public Instruction (DPI) as evidenced by HR records.</li> </ul> <p><b>SUPERINTENDENT Evidence of Compliance:</b></p> <ul style="list-style-type: none"> <li>All professional educators and administrators are appropriately licensed by the Wisconsin Department of Public Instruction (DPI) as evidenced by HR records through the internal hiring process and the annual WISESTAFF auditing process. Personnel files include documentation of valid DPI licenses for these employee groups.</li> </ul>	X	
<p><b>Board Comments:</b></p>		
<p><b>OE – 4.12</b> 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><b>SUPERINTENDENT Interpretation:</b></p> <ul style="list-style-type: none"> <li><b>Maintain</b> shall mean faithfully encourage and foster.</li> <li><b>Organizational culture</b> shall mean the system of shared beliefs, values, and norms that influence employee behavior in the District.</li> <li><b>Responsibly perform their jobs</b> shall mean fulfill their obligations and responsibilities outlined in the job description and meet the expectations of their supervising administrator.</li> <li><b>Professional support and courtesy</b> shall mean a respectful workplace free of hostility and void of harassment and discrimination.</li> </ul>		
<p><b>SUPERINTENDENT Indicators of Compliance:</b></p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> <li>Employee Engagement Survey results show that 70% of staff respondents agree that their principal/supervisor provides them with good processes and resources to do their jobs.</li> </ul>	X	

<ul style="list-style-type: none"> <li>Employee Engagement Survey results show that 70% of staff respondents agree that their principal/supervisor provides them with the support needed to accomplish their work objectives.</li> <li>All formal written employee complaints of harassment/discrimination (including grievances) are addressed and resolved according to district policy as evidenced by HR records.</li> </ul> <p><b>SUPERINTENDENT Evidence of Compliance: <u>EE 2022 Survey Results</u></b></p> <p>Our Employee Engagement Survey was administered to all employees in April of 2022.</p> <ul style="list-style-type: none"> <li>Approximately 1,239 (65%) of employees responded to this question, with 884 (71%) respondents agreeing or strongly agreeing with the statement, "My Building Administration or Department Supervisor provides me with good processes and resources to do my job".</li> <li>Approximately 1,232 (64%) of employees responded to this question, with 839 (68%) respondents agreeing or strongly agreeing with the statement, "My Building Administration or Department Supervisor provides the support needed to accomplish my work objectives".</li> <li>For the 2021-2022 school year Human Resources processed four formal written employee complaints of harassment/discrimination (including grievances) and all were addressed and resolved according to district policy as evidenced by HR records.</li> </ul>	X	X
<p><b>Board Comments:</b></p>		
<p><b>OE – 4.13</b> The Superintendent will reasonably include personnel in decisions that affect them.</p>	In Compliance	Not In Compliance
<p><b>SUPERINTENDENT Interpretation:</b></p> <ul style="list-style-type: none"> <li><b>Reasonably</b> shall mean when feasibly possible either by survey, focus groups, workgroups, or through employee relations.</li> <li><b>Decisions that affect them</b> shall mean decisions that could impact people directly or indirectly.</li> </ul>		
<p><b>SUPERINTENDENT Indicators of Compliance:</b></p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> <li>70% of employees respond that they feel they have been included in decisions that affect them on the Employee Engagement Survey.</li> </ul>		X

<p><b>SUPERINTENDENT Evidence of Compliance: (EE 2022 Survey Results)</b></p> <ul style="list-style-type: none"> <li>• Our Employee Engagement Survey was administered to all employees in April of 2022. Approximately 1,235 (65%) of employees responded to this question, with 710 (57%) respondents agreeing or strongly agreeing with the statement, "My Building Administration or Department Supervisor consults with me on the decisions that affect my job".</li> </ul>		
<p><b>Board Comments:</b></p>		
<p><b>OE – 4.14</b> 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><b>SUPERINTENDENT Interpretation:</b></p> <ul style="list-style-type: none"> <li>• <b>Reduction in force</b> shall mean eliminating a position(s) without replacing the position resulting in a reduction of total Full Time Equivalencies (FTEs)</li> <li>• <b>Procedures</b> shall mean practices.</li> <li>• <b>Attrition</b> shall mean to not replace a vacancy that occurs from a resignation or retirement or dismissal of an employee.</li> <li>• <b>Essential Programs</b> shall mean courses, programs or services required through board/district/school policies, state statute, or federal law.</li> <li>• <b>Negatively impacted</b> shall mean eliminated or a reduction of services.</li> </ul>		
<p><b>SUPERINTENDENT Indicators of Compliance:</b></p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> <li>• There are written procedures that provide for attrition as the first line of staff reduction as documented in HR records.</li> </ul> <p><b>SUPERINTENDENT Evidence of Compliance:</b></p> <ul style="list-style-type: none"> <li>• The Employee Handbook (p. 30) includes a written process, which states the following: <i>"In the implementation of staff reductions under this section, normal attrition resulting from employees retiring or resigning and requests for voluntary layoff will be considered."</i></li> </ul>	X	

<b>Board Comments:</b>		
<b>OE – 4.15</b> The Superintendent may not retaliate against any employee for initiating a legitimate complaint based upon an alleged violation of Board governing policy.	In Compliance	Not In Compliance
<p><b>SUPERINTENDENT Interpretation:</b></p> <ul style="list-style-type: none"> <li>• <b>Initiating</b> shall mean bringing a written complaint.</li> <li>• <b>Retaliate</b> shall mean to act in revenge.</li> <li>• <b>Legitimate complaint</b> shall mean a written statement of all claims that is neither fictitious nor false.</li> <li>• <b>Alleged violations</b> shall mean a claim of an infringement of policy or law that has not been confirmed or proven.</li> <li>• <b>Board governing policy</b> shall mean written Board/District/School policies</li> </ul>		
<p><b>SUPERINTENDENT Indicators of Compliance:</b></p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> <li>• 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.</li> </ul> <p><b>SUPERINTENDENT Evidence of Compliance:</b></p> <ul style="list-style-type: none"> <li>• No formal written employee complaints were reported involving retaliation towards the reporting employee</li> </ul>	X	
<b>Board Comments:</b>		

**Executive Summary:**

As OE 4 was adopted by the Board of Education there has been extensive efforts to align processes and work in order to meet compliance criteria as described in the indicators. Out of the 15 OE’s under Personnel Administration all but three (3) are compliant. Of the three (3) OE’s that are not compliant include the completion of performance evaluations (OE 4.10) and questions surrounding the Employee Engagement Survey (OE 4.12 and 4.13). For OE 4.13, two of the three indicators were compliant and one was not compliant.



Since the adoption of OE 4, Human Resources has implemented software to improve hiring efficiencies and improve the fidelity of hiring protocols, systematize the collection of candidate demographics data, and expand candidate recruitment efforts. This tool has been essential in the ability of the department to use data to measure strategic actions and drive results. The Department has also formed partnerships in an effort to source candidates and diversify the District's workforce.

In addition, Human Resources and Technology Services collaborated to re-design and launch a new employee website platform that is employee friendly with enhanced capabilities (including publishing job descriptions).

Lastly, the evidence collected indicates the District adheres to established hiring practices to ensure high quality staff, protocols to ensure the safety students, and processes that are compliant with employment law, district policy and expectations. The Human Resources Department continues to strive to support the retention and recruitment of qualified talent in a changing labor market through the implementation of HR systems and processes, providing excellent service and continued innovation.

### **Commitment to Improve:**

There are three areas identified for targeted improvement as they were not "in compliance" in all indicators include the following:

- 1. *OE 4.10 Completion of Evaluations:*** 100% of eligible educators, administrators and support staff will be evaluated on cycle with the designated evaluation tool.
  - This year there were six individuals who were on summary year and evaluations were incomplete with 99.4% of the summary year evaluations completed. The planned actions to meet compliance in this area is for supervising administrators to check in quarterly with direct reports on the progress of evaluation completion. In addition, Central Administration will be exploring expanded access to view evaluation progress for supervisory oversight in the software that houses evaluations (Frontline-MyLearning Plan). The six individuals are scheduled for summary evaluations for the 2022-2023 school year.
  
- 2. *OE 4.12 and 4.13: Questions surrounding the Employee Engagement Survey***
  - The indicator target was 70% and results were 68% (-.02%) for the following question *"My Building Administration or Department Supervisor provides the support needed to accomplish my work objectives"*.
  - The indicator target was 70% and results were 58% (-12%) for the following question: *"My Building Administration or Department Supervisor consults with me on the decisions that affect my job"*.
  - As part of the annual Scorecard and Employee Engagement Survey process, the AASD Administration is committed to continuous improvement. This includes continuing to solicit employee feedback, develop action steps, take actions to improve, round with employees, and measure improvement. Leadership Team members work with administrators to develop plans to impact the topics outlined in the questions above and provide professional growth opportunities for administrators.