



**Monday, September 25, 2023
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**

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-l09YGgt4uKnCWYvt8Pw>

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) 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 Kayla Malott, at malottkayla@asd.k12.wi.us or (920) 852-5300 ext. 60111, at least 24-hours in advance of the meeting.

Main Governing Board

1. Meeting Opening

Subject	A. Roll Call
Meeting	Sep 25, 2023 - Board of Education Meeting
Category	1. Meeting Opening
Type	Procedural

Subject	B. Pledge of Allegiance
Meeting	Sep 25, 2023 - Board of Education Meeting
Category	1. Meeting Opening
Type	Procedural

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

Subject	A. Board Member Request to Remove Consent Agenda Items(s) for Separate Consideration
Meeting	Sep 25, 2023 - Board of Education Meeting

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

Type Procedural

Subject B. Approval of Agenda

Meeting Sep 25, 2023 - Board of Education Meeting

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

Type Action, Procedural

3. Special Presentation

Subject A. Student School Board Representative Introductions

Meeting Sep 25, 2023 - Board of Education Meeting

Category 3. Special Presentation

Type Information, Recognition, Report

Brief introductions of this year's Student School Board Representatives:

Jocelyn Scanlon - East High School

Joshua Hartlep - West High School

Lauren Choi - North High School

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

Subject A. Public Input

Meeting Sep 25, 2023 - 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 or provide written comments 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](#)

[Board Policy 188 - Virtual Board Meetings in Emergency Situations](#)

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

Subject **A. None**

Meeting Sep 25, 2023 - 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.)

Subject **A. Business Services Update(s): None**

Meeting Sep 25, 2023 - 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

Subject **B. School/Student Services Update(s): None**

Meeting Sep 25, 2023 - 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

Subject **C. Personnel Services Update(s): Professional Educator New Hire(s), Contract Change(s), and Resignation(s)**

Meeting Sep 25, 2023 - 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.

File Attachments

[IFC Professional Educator New Hires 9-28-23.pdf \(154 KB\)](#)

[IFC Professional Educator Contract Changes 9-28-23.pdf \(113 KB\)](#)

[IFC Professional Educator Resignations 9-28-23.pdf \(106 KB\)](#)

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.)

Subject A. Board Meeting Minutes from September 11, 2023

Meeting Sep 25, 2023 - 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.

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.)

Subject A. Professional Educator New Hire(s)

Meeting Sep 25, 2023 - 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 New Hires 9-25-23.pdf \(155 KB\)](#)

Subject B. Professional Educator Contract Change(s)

Meeting Sep 25, 2023 - 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 9-25-23.pdf \(112 KB\)](#)

[IFC Professional Educator Contract Changes 9-25-23 REVISED.pdf \(113 KB\)](#)

Subject C. Professional Educator Resignation(s)

Meeting Sep 25, 2023 - 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 Resignations 9-25-23.pdf \(106 KB\)](#)

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: None

Meeting Sep 25, 2023 - 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 B. School/Student Services Report: None

Meeting Sep 25, 2023 - 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 25, 2023 - 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

Subject A. Monitoring Report: OE-3 Treatment of Stakeholders

Meeting Sep 25, 2023 - Board of Education Meeting

Category 10. Board Business

Type Action, Discussion, Information

Superintendent, Greg Hartjes, will present the Monitoring Report: OE-3 Treatment of Stakeholders item for consideration.

File Attachments

[OE-3 Treatment of Community Stakeholders \(2\).pdf \(445 KB\)](#)

Subject B. OE-4 Personal Administration

Meeting Sep 25, 2023 - Board of Education Meeting

Category 10. Board Business

Type Action, Discussion, Information

Chief Human Resources Officer, Julie King, will present the OE-4 Personnel Administration item for consideration.

File Attachments

[DRAFT OE-4 Personnel Administration.pdf \(226 KB\)](#)

[FINAL OE-4 Personnel Administration.pdf \(234 KB\)](#)

Subject C. Monitoring Report: OE-4 Personnel Administration

Meeting Sep 25, 2023 - Board of Education Meeting

Category 10. Board Business

Type Action, Discussion, Information

Chief Human Resources Officer, Julie King, will present the Monitoring Report: OE-4 Personnel Administration item for consideration.

File Attachments

[OE-4 Personnel Administration \(1\).pdf \(547 KB\)](#)

Subject D. R-02 Academic Achievement

Meeting Sep 25, 2023 - Board of Education Meeting

Category 10. Board Business

Type Action, Discussion, Information

Assistant Superintendent, Steve Harrison, will present the R-02 Academic Achievement item for consideration.

File Attachments

[DRAFT R-02 Academic Achievement.pdf \(148 KB\)](#)

[FINAL R-02 Academic Achievement.pdf \(146 KB\)](#)

Subject **E. R-03 Essential Life Skills**

Meeting Sep 25, 2023 - Board of Education Meeting

Category 10. Board Business

Type Action, Discussion, Information

Assistant Superintendent, Steve Harrison, will present the R-03 Essential Life Skills item for consideration.

File Attachments

[DRAFT R-03 Essential Life Skills.pdf \(151 KB\)](#)

[FINAL R-03 Essential Life Skills.pdf \(151 KB\)](#)

Subject **F. 2023-2024 Administrator Compensation increase**

Meeting Sep 25, 2023 - Board of Education Meeting

Category 10. Board Business

Type Action, Discussion, Information

Chief Human Resources Officer, Julie King, will present the 2023-2024 Administrator Compensation increase item for consideration.

File Attachments

[IFC-COMPENSATION INCREASE 2023-2024-ADMINISTRATORS.pdf \(106 KB\)](#)

Subject **G. 2023-2024 Superintendent Compensation increase**

Meeting Sep 25, 2023 - Board of Education Meeting

Category 10. Board Business

Type Action, Discussion, Information

Chief Human Resources Officer, Julie King, will present the 2023-2024 Superintendent compensation increase item for consideration.

File Attachments

[IFC - Superintendent's Compensation Adjustment for 2023-24.pdf \(110 KB\)](#)

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

Meeting Sep 25, 2023 - Board of Education Meeting
Category 10. Board Business
Type Action, Discussion

11. Items of Information

Subject A. None
Meeting Sep 25, 2023 - Board of Education Meeting
Category 11. Items of Information
Type Information

12. Future Meetings

Subject A. Board Work Session: Monday, October 9, 2023, 4:00 PM
Meeting Sep 25, 2023 - Board of Education Meeting
Category 12. Future Meetings
Type Information

Subject B. Board Meeting: Monday, October 9, 2023, 6:00 PM
Meeting Sep 25, 2023 - Board of Education Meeting
Category 12. Future Meetings
Type Information

Subject C. Board Work Session: Wednesday, October 18, 2023 7:30 AM
Meeting Sep 25, 2023 - Board of Education Meeting
Category 12. Future Meetings
Type Information

Subject D. Public Hearing - 2023-2024 Annual Budget Presentation: Monday, October 23, 2023, 6:00 PM
Meeting Sep 25, 2023 - Board of Education Meeting
Category 12. Future Meetings
Type Information

Subject E. Board Meeting: Monday, October 23, 2023 *6:45PM
Meeting Sep 25, 2023 - Board of Education Meeting
Category 12. Future Meetings

Type

13. Adjourn

Subject	A. Motion to Adjourn the Meeting
Meeting	Sep 25, 2023 - Board of Education Meeting
Category	13. Adjourn
Type	Action, Procedural

ITEM FOR CONSIDERATION

Topic: Professional Educator New Hire(s)

Background Information: The Professional Educators listed below are recommended for contractual positions for the 2023-2024 school year:

<u>Name</u>	<u>Position</u>	<u>Location</u>	<u>FTE</u>	<u>Effective Date:</u>
Ashley M. Schmalz	Library Media Specialist	Houdini	60%	9/27/23
Jennifer L. Widi	School Psychologist	APM/Classical	40%	9/19/23

Fiscal Note: Salary will be commensurate with education and experience.

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) 852-5302

ITEM FOR CONSIDERATION

Topic: Professional Educator Contract Change(s) - REVISED

Background

Information: The following contract changes are recommended for the 2023-24 school year:

<u>Name</u>	<u>Position</u>	<u>Location</u>	<u>FTE</u>	<u>Effective Date</u>
Michelle S. Anderson	School Age Parent	West	100% to 120%	8/28/23-6/7/24
Mikki L. Duran	Physical Education	Berry	100% to 120%	8/28/23-6/7/24
Leanna R. Miller	Library Media Specialist	Columbus	20% to 60%	9/13/23
Anna M. Peck	Music-General	Berry	90% to 100%	8/28/23
Jane E. Ryder	Music-General	Franklin	100% to 110%	9/18/23-6/7/24
Christopher J. Stratton	Physical Education	West	100% to 120%	8/28/23-1/19/24
Debbie J. Strick	School Age Parent	North	100% to 110%	8/28/23-6/7/24
Jaime L. Vander Heiden	Art	West	110% to 120%	8/28/23-6/7/24
Sara T. Wilda	Art	Franklin	110% to 120%	9/18/23-6/7/24

Fiscal Note: As indicated above.

Administrative

Recommendation: Approval

Instructional

Impact: These assignment adjustments will assist in retaining staff and meeting student needs.

Contact

Person: Julie King, (920) 852-5302

ITEM FOR CONSIDERATION

Topic: Professional Educator Resignation(s)

Background

Information: The following Professional Educators have submitted letters of resignation:

Meghan G. Brzozowski has been with the District for twenty and one-half years, most recently as a Math Coach for the District. Meghan's resignation is effective at the close of the Friday, September 29, 2023, workday.

Candice M. McGregor has been with the District for four years, most recently as a Family & Consumer Science Teacher at Kaleidoscope Academy and Madison Middle School. Candice's resignation was effective at the close of the 2022-2023 school year.

Adam R. Uphill has been with the District for four years, most recently as a Special Education Teacher at East High School. Adam's resignation is effective at the close of the Monday, September 18, 2023, workday.

Fiscal Note: Dependent upon replacements

Administrative

Recommendation: Approval

Instructional

Impact: Qualified replacements will be procured

Contact

Person: Julie King, (920) 852-5302

Success for
Every Student,
Every Day



**Appleton Area School District
Operational Expectations Monitoring Report
OE-3 Treatment of Community Stakeholders**

SUPERINTENDENT CERTIFICATION:

With respect to Operational Expectations Policy OE-3, Treatment of Community Stakeholders, the Superintendent certifies that the following information is accurate and complete and that the Organization is:

Compliant

Compliant with the exceptions noted:

Non-Compliant

Compliant Indicators	Noncompliant Indicators
8	0
Total Indicators: 8	

Executive Summary/Analysis:

The three operational expectations included in OE 3 are distinctly different from one another. The first expectation pertains to confidential student information and is overseen by our Technology Services department. We continue to increase our vigilance in this area through additional technology and staffing.

The second expectation pertains to formal complaints of a concern for discrimination and/or harassment. Mike Hernandez and his Student Services office have improved our response procedures, which have led to more proactive responses when alerted to a harassment or discrimination concern.

The third expectation pertains to maintaining District and school environments that are welcoming and respectful. Two surveys that were administered this year showed extremely positive results.

Notes or exceptions, if any:

Signed: _____ Date: _____
Superintendent

BOARD ACTION:

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

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

Summary Statements of the Board, if any:

Signed: _____ Date: _____
Board President

Document submitted: _____ Re-submitted: _____

OE – 3 Treatment of Community Stakeholders
The Superintendent shall maintain an organizational culture that treats parents/guardians and citizens with respect and courtesy.

SUPERINTENDENT Interpretation:

The Board values having an organization where parents/guardians and citizens are treated in a professional manner whenever they interact with district staff, and their concerns are addressed with empathy and sincere consideration.

- **Organizational culture** shall mean the professional expectations and practices as outlined in the employee handbook and district/school policies that guide staff interactions and decisions.
- **Parents/guardians and citizens** shall mean persons who have an interest in the success of their children and/or the overall success of the District.
- **Respect** shall mean acting in ways that show individuals that they and their opinions are valued.
- **Courtesy** shall mean speaking and behaving toward others in a polite and professional manner.

OE – 3.1 The Superintendent will protect confidential information.

SUPERINTENDENT Interpretation:

- **Protect** shall mean to prevent unapproved access to confidential student information under the custody and control of the District.
- **Confidential information** shall mean protected District or personal information related to students not typically expected to be shared for any reason.

SUPERINTENDENT Indicators of Compliance:

We will know we are compliant when:

- 3.1.1-** As verified by the Tech Services Student Privacy Checklist, there have been 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.
- 3.1.2-** 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.
- 3.1.3-** 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.

In Compliance	Not in Compliance
X	
X	
X	

SUPERINTENDENT Evidence of Compliance:

3.1.1 - The Technology Services Department verified that there have been no breaches of our data systems resulting in unauthorized access to confidential student information. Additionally, Tech Services has created a student privacy checklist that will be monitored by the Executive Director of Operations on an annual basis.

3.1.2 - No formal written complaints resulting from a release of student information were received during the 2022-2023 school year.

3.1.3 - No grievance or legal action for unauthorized release of confidential student information was filed against the Appleton Area School District during the 2022-2023 school year.

OE – 3.2 Effectively handle formal complaints.

SUPERINTENDENT Interpretation:

- **Effectively handle** shall mean to abide by established procedures as outlined in applicable district/school policies to address concerns as necessary and resolve such concerns with a defined course of action.
- **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.

SUPERINTENDENT Indicators of Compliance:

We will know we are compliant when:

- 3.2.1-** Formal complaints received from parents or guardians involving students are resolved appropriately as documented in records kept by the Student Services Office, per the requirements of the Wisconsin Department of Public Instruction’s Pupil Nondiscrimination and Education Equity Report, which takes into account the nature of the complaint.
- 3.2.2-** 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.
- 3.2.3-** 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.

In Compliance	Not in Compliance
X	
X	
X	

SUPERINTENDENT Evidence of Compliance:

3.2.1 - The two formal complaints involving students, one of which was received from a parent and the other from a staff member, were resolved appropriately.

3.2.2 - There were no formal complaints involving students received by the Office of Civil Rights.

3.2.3 - No corrective actions were required.

- OE – 3.3** Create and maintain organizational commitment to:
- a. Individual differences of opinion
 - b. Including people in decisions that affect them
 - c. Open and honest communication at all levels
 - d. Open, responsive and welcoming conditions throughout the district.

SUPERINTENDENT Interpretation:

- **Create and maintain** shall mean faithfully encourage and foster.
- **Organizational commitment** shall mean staff consistently follow the professional expectations and practices as outlined in the employee handbook and district/school policies that guide staff interactions and decisions.
- **Individual differences of opinion** shall mean input from stakeholders with differing perspectives.
- **Including people** shall mean staff use reasonable means to seek input from others.
- **Decisions that affect them** shall mean decisions that could impact people directly or indirectly.
- **Open and honest** shall mean that staff will not knowingly hide information from or provide misinformation to stakeholders.
- **Open, responsive and welcoming conditions** shall mean parents/guardians and citizens will experience a sense of belonging within a safe and inclusive environment.
- **Throughout the District** shall mean all classrooms, programs, facilities, and events held within or sponsored by the District.

SUPERINTENDENT Indicators of Compliance:

We will know we are compliant when:

- 3.3.1-** Family Engagement Survey results show that 70% of family respondents agree that their family is treated with respect.
- 3.3.2-** 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.

In Compliance	Not in Compliance
X	
X	

SUPERINTENDENT Evidence of Compliance:

3.3.1 - Our Family Engagement Survey was administered to all parents/caregivers with a child in the district in April of 2023. 2,845 responses were received, with 2,488 (**88%**) respondents agreeing or strongly agreeing with the statement, "My family is treated with respect at this school."

3.3.2 - Our first attempt at surveying District residents began in mid-August and will finish at the end of September. At this time, **75%** of the 295 respondents responded yes to the question, "During your interactions with the Appleton Area School District, have you felt welcomed and were you treated with respect."

Policy Type: Operational Expectations

Personnel Administration

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.

The Superintendent will:

1. Assure that no person is employed by the district without first clearing thorough background inquiries and checks.
2. Assure that no volunteer has unsupervised contact with students without first clearing reasonable background ~~inquires and~~ checks.
3. Select only highly qualified and the best-suited candidates for all positions.
4. Actively recruit employees who reflect the diversity of the student population.
5. Administer clear personnel rules and procedures for employees.
6. Effectively handle formal complaints and concerns.
7. Maintain adequate job descriptions for all staff positions.
8. Protect confidential information.
9. 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.
10. Consistent with the Superintendent's own evaluation, evaluate all employee performance according to their contribution toward achieving the Board's **Results** policies and their compliance with the Board's **Operational Expectations** policies.
11. Assure that all staff members are qualified and trained to perform the responsibilities assigned to them.
12. 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.
13. Reasonably include personnel in decisions that affect them.
14. Establish reduction in force policies that provide for attrition as the first line of staff reduction, provided that essential programs are not negatively impacted.

The Superintendent may not:

15. Retaliate against any employee for initiating a legitimate complaint based upon an alleged violation of Board governing policy.

Adopted: June 14, 2021

Revised: September 13, 2021

October 9, 2023

Monitoring Method: Internal report Monitoring

Frequency: Annually

Appleton Area School District Board of Education

AGI Aspen Group International LLC©

Policy Type: Operational Expectations

Personnel Administration

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.

The Superintendent will:

1. Assure that no person is employed by the district without first clearing thorough background inquiries and checks.
2. Assure that no volunteer has unsupervised contact with students without first clearing reasonable background checks.
3. Select only highly qualified and the best-suited candidates for all positions.
4. Actively recruit employees who reflect the diversity of the student population.
5. Administer clear personnel rules and procedures for employees.
6. Effectively handle formal complaints and concerns.
7. Maintain adequate job descriptions for all staff positions.
8. Protect confidential information.
9. 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.
10. Consistent with the Superintendent's own evaluation, evaluate all employee performance according to their contribution toward achieving the Board's **Results** policies and their compliance with the Board's **Operational Expectations** policies.
11. Assure that all staff members are qualified and trained to perform the responsibilities assigned to them.
12. 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.
13. Reasonably include personnel in decisions that affect them.
14. Establish reduction in force policies that provide for attrition as the first line of staff reduction, provided that essential programs are not negatively impacted.

The Superintendent may not:

15. Retaliate against any employee for initiating a legitimate complaint based upon an alleged violation of Board governing policy.

Adopted: June 14, 2021

Revised: September 13, 2021

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Monitoring Method: Internal report Monitoring

Frequency: Annually

Appleton Area School District Board of Education

AGI Aspen Group International LLC©

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

Compliant Indicators	Noncompliant Indicators
18	2
Total Indicators: 20	

Executive Summary/Analysis:

Evidence collected indicates the District adheres to established hiring practices to ensure high-quality staff, protocols to ensure the safety of 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, implementation of efficient technology, and continued innovation.

Of the 20 OE indicators under Personnel Administration all but two (2) are compliant, (OE 4.11.1) qualifications of candidate and (OE 4.13.1) a question from the Employee Engagement Survey.

Notes or exceptions, if any:

Commitment to Improve: The two targeted areas for improvement due to indicators not "in compliance" are as follows:

1. **OE Indicator 4.11.1: All professional educators and administrators will be appropriately licensed by the Wisconsin Department of Public Instruction (DPI) as evidenced by HR records.**

The Human Resources Department has steps in place for compliance of this indicator. The non-compliance issue this year has been analyzed and the following actions are in place for the 2023-2024 school year:

- As DPI license updates are sent to the employee and not the employer, an additional follow-up with educators who have pending license applications and their supervisor has been added.
- Human Resources will provide additional training for administrators on the requirements for identified unique licenses.

2. **OE Indicator 4.13.1: 70% of employees responded that they feel they have been included in decisions that affect them on the Employee Engagement Survey.**

The data for this indicator has improved from 57% (2022) to 64% (2023). 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.

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**

Summary Statements of the Board, if any:

Signed: _____ Date: _____
Board President

Document submitted: _____ Re-submitted: _____

OE –4 Personnel Administration

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.

SUPERINTENDENT Interpretation:

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.

- **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.

OE – 4.1 The Superintendent will assure that no person is employed by the district without first clearing thorough background inquiries and checks.

SUPERINTENDENT Interpretation:

- **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.
- **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> <p>4.1.1- 100% of new employees hired have successfully cleared all applicable background checks and inquiries prior to their start date as documented by HR records.</p>	<p>In Compliance</p>	<p>Not in Compliance</p>
	<p>X</p>	

SUPERINTENDENT Evidence of Compliance:

4.1.1 - The Human Resources Department processed 638 background checks between August 24, 2022 and August 27, 2023. This includes 335 employee background checks for administrators, educators, and support staff and 303 background checks for substitutes, hourly and co-curricular. Each newly hired employee had a satisfactory background check prior to starting work.

OE – 4.2 The Superintendent will assure that no volunteer has unsupervised contact with students without first clearing reasonable background checks.

SUPERINTENDENT Interpretation:

- **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> <p>4.2.1- Satisfactory background checks are completed for all volunteers who have unsupervised contact with AASD students as documented by School Services records.</p>	<p>In Compliance</p>	<p>Not in Compliance</p>
	<p>X</p>	

SUPERINTENDENT Evidence of Compliance:

4.2.1 - During the period of August 31, 2022 - August 10, 2023, the internal control processes verified that no person filling a volunteer position was permitted to have unsupervised contact with AASD students as documented by School Services and Volunteer Services without having successfully cleared all background checks listed in this interpretation. The School and Volunteer Services processed 538 volunteer background checks during this period in which 14 “did not meet guidelines” for unsupervised contact with AASD students as a volunteer.

OE – 4.3 The Superintendent will select only highly qualified and the best-suited candidates for all positions.

SUPERINTENDENT Interpretation:

- **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.

SUPERINTENDENT Indicators of Compliance:

We will know we are compliant when:

4.3.1- 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.

In Compliance	Not in Compliance
X	

SUPERINTENDENT Evidence of Compliance:

- 4.3.1- The internal process for hiring includes performance the data inputs as follows:
- Credentials: Application and resume (all candidates), cover letter and three (3) letters of recommendation (only applicable groups), Transcripts (educators, administrators, and ESSA paraprofessionals)
 - Candidate Screening process
 - Licensure verification (if applicable)
 - Interview
 - Reference checks

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.

OE – 4.4 The Superintendent will actively recruit employees who reflect the diversity of the student population.

SUPERINTENDENT Interpretation:

- **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.

SUPERINTENDENT Indicators of Compliance:

We will know we are compliant when:

- 4.4.1- HR records show evidence of advertisements and outreach to diverse candidates.
- 4.4.2- The number of diverse candidates will increase to better reflect the AASD school community as evidenced by HR records.

In Compliance	Not in Compliance
X	
X	

SUPERINTENDENT Evidence of Compliance:

4.4.1- Applicants self-identify their demographic 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.

There have been extensive efforts in advertisements and outreach to diverse candidates:

- Human Resources continues to advertise and outreach to applicant pools beyond Appleton as documented and tracked in the Frontline (Proactive Recruiting) system. As evident by the 200,331 job postings sent to nationwide 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.
- Human Resources and AASD Leadership continue to collaborate with the 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.

- Human Resources sponsors an annual launch event for all AASD students interested in the educational field. Prior to the event HR collaborates with high school, DEI and staff panelists to outreach to diverse students. As a result, there has been an increasing number of diverse student participants.
- 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.
- The HR Talent Acquisition and Retention Specialist has contacted community ethnic and cultural centers and associations with job fairs and posting information.

4.4.2- Human Resources transitioned last year to using Frontline for the efficient collection and reporting of EEO demographic information. As a result, the District has seen an increase in the number of candidate in the following self-selected, demographic groups from 2022 to 2023:

- Asian or Pacific Islander candidates from 3.1 % (36 applicants) to 3.7% (71 applicants)
- Black/African American candidates from .8% (10 applicants) to 1.5% (28 applicants)
- Latino candidates from 3.1% (37 applicants) to 3.6% (70 applicants)

OE – 4.5 The Superintendent will administer clear personnel rules and procedures for employees.

SUPERINTENDENT Interpretation:

- **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.

SUPERINTENDENT Indicators of Compliance:	In Compliance	Not in Compliance
We will know we are compliant when:		
<p>4.5.1- 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.</p>	X	

SUPERINTENDENT Evidence of Compliance:

4.5.1- For the 2022-2023 school year 2645/2701 staff- 98% (including substitutes, coaches, PT/FT staff, etc.) indicated they completed the "2022-23 Annual Staff Policy and Handbook Review."

All district employees are registered in the Frontline system for the Annual Staff Policy and Handbook Review and acknowledge their understanding and review of the information electronically. The training includes personnel rules and procedures documented in the Employee Handbook as well as policies the District is legally required to provide to staff on an annual basis. In addition,

- The Employee Handbook is accessible to employees via the employee website.
- New staff are provided an overview of the Employee Handbook as part of their employment offer and highlights are reviewed during new staff orientation.

OE – 4.6 The Superintendent will effectively handle formal complaints and concerns.

SUPERINTENDENT Interpretation:

- **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.

SUPERINTENDENT Indicators of Compliance:

We will know we are compliant when:

- 4.6.1-** 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.
- 4.6.2-** 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.
- 4.6.3-** If the District is directed to take corrective action by the Equal Employment Opportunity Commission (EEOC); completion of the requirement(s) will be documented by the Human Resources Office.

In Compliance	Not in Compliance
X	
X	
X	

SUPERINTENDENT Evidence of Compliance:

- 4.6.1- There were nine formal written employee complaints submitted to the Human Resources Department for the 2022-2023 school year. All complaints were resolved or handled in accordance with District Policy and associated Employee Handbook policies as documented in HR records.
- 4.6.2- The District did not receive any rulings from administrative or judicial entities regarding case findings in violation of the Equal Employment Opportunity Commission (EEOC).
- 4.6.3- As a result, there were no corrective actions directed by the EEOC to implement.

OE – 4.7 The Superintendent will maintain adequate job descriptions for all staff positions.

SUPERINTENDENT Interpretation:

- **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.

SUPERINTENDENT Indicators of Compliance:	In Compliance	Not in Compliance
We will know we are compliant when: 4.7.1- All job descriptions are accessible internally via the intranet and externally attached to job postings as documented through HR records.	X	

SUPERINTENDENT Evidence of Compliance:

- 4.7.1- Since 2021 when the District transitioned to a new intranet for staff, approved job descriptions have been published for staff. In addition, vacancies posted on the District applicant website (Frontline) included a link to the AASD job description.

OE – 4.8 The Superintendent will protect confidential information.

SUPERINTENDENT Interpretation:

- **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 (HIPAA).
- **Confidential** shall mean protected District or personal information related to staff not typically expected to be shared for any reason.

SUPERINTENDENT Indicators of Compliance:

We will know we are compliant when:

- 4.8.1- All documented reports of breach of confidentiality by any District staff member have been investigated and appropriate action taken as documented through HR records.

In Compliance	Not in Compliance
X	

SUPERINTENDENT Evidence of Compliance:

- 4.8.1- There were no employee complaints of a breach of confidentiality by a District staff member.

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.

SUPERINTENDENT Interpretation:

- **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).

SUPERINTENDENT Indicators of Compliance:

In Compliance	Not in Compliance

<p>We will know we are compliant when:</p> <p>4.9.1- The District is competitive in the benefit package offered when compared to surrounding districts as evidenced by HR Benefits Study documents.</p> <p>4.9.2- The District maintains competitive compensation when compared to surrounding districts as evidenced by HR Compensation Study documents.</p>	<p>X</p> <p>X</p>	
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SUPERINTENDENT Evidence of Compliance:

4.9.1- The District annually reviews the benefits 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.

4.9.2- 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 compensation and provides information to the Board of Education. Every effort is made to maintain competitive compensation within the budget.

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.

SUPERINTENDENT Interpretation:

- **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 style="text-align: center;">In Compliance</p>	<p style="text-align: center;">Not in Compliance</p>
<p>We will know we are compliant when:</p> <p>4.10.1- 100% of personnel are evaluated on cycle in accordance with AASD evaluation documents.</p>	<p style="text-align: center;">X</p>	
<p>SUPERINTENDENT Evidence of Compliance:</p> <p>4.10.1- As evident in the MLP records for online evaluations and paper evaluation tracking, 100% of personnel were evaluated in accordance with evaluation documents.</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>		
<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 style="text-align: center;">In Compliance</p>	<p style="text-align: center;">Not in Compliance</p>
<p>We will know we are compliant when:</p> <p>4.11.1- All professional educators and administrators will be appropriately licensed by the Wisconsin Department of Public Instruction (DPI) as evidenced by HR records.</p>		<p style="text-align: center;">X</p>
<p>SUPERINTENDENT Evidence of Compliance:</p> <p>4.11.1 - 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, with the exception of one educator. The unlicensed educator was qualified with the appropriate education and had applied for licensure, but did not complete the licensure requirements within DPI’s timeline. The educator is DPI licensed For 2023-2024.</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.

SUPERINTENDENT Interpretation:

- **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.

SUPERINTENDENT Indicators of Compliance:

We will know we are compliant when:

- 4.12.1-** 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.
- 4.12.2-** 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.

In Compliance	Not in Compliance
X	
X	

SUPERINTENDENT Evidence of Compliance: EE 2023 Survey Results

The District Employee Engagement Survey was administered to all employees in April of 2023.

- 4.12.1-** Approximately 1,030 (53%) of employees responded to this question, with 782 (76%) 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.”*
- 4.12.2-** Approximately 1,030 (53%) of employees responded to this question, with 727 (71%) respondents agreeing or strongly agreeing with the statement, *“My Building Administration or Department Supervisor provides the support needed to accomplish my work objectives.”*

OE – 4.13 The Superintendent will reasonably include personnel in decisions that affect them.

SUPERINTENDENT Interpretation:

- **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.

SUPERINTENDENT Indicators of Compliance:

We will know we are compliant when:

4.13.1- 70% of employees respond that they feel they have been included in decisions that affect them on the Employee Engagement Survey.

In Compliance	Not in Compliance
	X

SUPERINTENDENT Evidence of Compliance:

4.13.1- The Employee Engagement Survey was administered to all employees in April of 2023. Approximately 1,030 (53%) of employees responded to this question, with 663 (64%) respondents agreeing or strongly agreeing with the statement, "My Building Administration or Department Supervisor provides opportunities for feedback on decisions that affect my job."

Previous years data: 58% (2019) / no data (2020) / 56% (2021) / 57% (2022)

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.

SUPERINTENDENT Interpretation:

- **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.

SUPERINTENDENT Indicators of Compliance:

We will know we are compliant when:

4.14.1- There are written procedures that provide for attrition as the first line of staff reduction as documented in HR records.

In Compliance	Not in Compliance
X	

SUPERINTENDENT Evidence of Compliance:

4.14.1 - The Employee Handbook (p. 30) includes a written process, which states the following:
"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."

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.

SUPERINTENDENT Interpretation:

- **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.
- **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

SUPERINTENDENT Indicators of Compliance:

We will know we are compliant when:

4.15.1- 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.

**In
Compliance**

**Not in
Compliance**

X

SUPERINTENDENT Evidence of Compliance:

4.15.1- No formal written employee complaints were reported involving retaliation towards the reporting employee.

Policy Type: Results

Academic Achievement

Each student will be literate, numerate, and able to integrate and apply the knowledge, skills, and competencies acquired across all academic disciplines.

- 2.1 Each student will demonstrate personal growth and achievement in increasingly challenging levels of complexity, demonstrating the higher order thinking skills of knowledge, comprehension, application, analysis, synthesis, evaluation and creativity when enrolled in disciplines, including:
 - 2.1.1 English Language Arts
 - 2.1.2 Mathematics
 - 2.1.3 Science
 - 2.1.4 Civics and Social Studies
 - ~~2.1.5 Health and Human Performance~~
 - ~~2.1.6 Fine Arts~~
 - ~~2.1.7 World Languages~~
 - ~~2.1.8 Career and Technical Education~~
 - ~~2.1.9 Financial Literacy~~
- ~~2.2 Each student will be technologically fluent, and able to use tools critically, ethically and safely.~~

Adopted: June 14, 2021

Revised: [October 9, 2023](#)

Monitoring Method: Internal report

Monitoring Frequency: Annually

Policy Type: Results

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 - 2.1.1 English Language Arts
 - 2.1.2 Mathematics
 - 2.1.3 Science
 - 2.1.4 Civics and Social Studies

Adopted: June 14, 2021

Revised: October 9, 2023

Monitoring Method: Internal report

Monitoring Frequency: Annually

Policy Type: Results

Essential Life Skills

Students will acquire the developmental skills necessary to lead healthy, satisfying, self-directed, and productive lives in the following domains:

- 3.1 Cognitive development, including critical, analytical, and creative thinking.
- 3.2 ~~Physical wellness development including the ability to make healthy lifestyle choices.~~ Financial Literacy shall mean the ability to understand, evaluate, and communicate information about money and financial services.
- 3.3 Communications development, including the ability to listen and express themselves effectively.
- 3.4 Social development, including the ability to establish and maintain positive relationships with others, to function as members of teams and to contribute to the common good.
- 3.5 Moral and ethical character development, including respect, empathy, and compassion for others and accountability for their own actions.
- 3.6 Psychological development, including resilience, adaptability, the ability to manage their own emotions and to maintain positive self-worth.
- 3.7 Career development, including exploring and identifying aptitudes, interests, passions, and understanding of career expectations.

Adopted: June 14, 2021

Revised: October 9, 2023

Monitoring Method: Internal report

Monitoring Frequency: Annually

Policy Type: Results

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Students will acquire the developmental skills necessary to lead healthy, satisfying, self-directed, and productive lives in the following domains:

- 3.1 Cognitive development, including critical, analytical, and creative thinking.
- 3.2 Financial Literacy shall mean the ability to understand, evaluate, and communicate information about money and financial services.
- 3.3 Communications development, including the ability to listen and express themselves effectively.
- 3.4 Social development, including the ability to establish and maintain positive relationships with others, to function as members of teams and to contribute to the common good.
- 3.5 Moral and ethical character development, including respect, empathy, and compassion for others and accountability for their own actions.
- 3.6 Psychological development, including resilience, adaptability, the ability to manage their own emotions and to maintain positive self-worth.
- 3.7 Career development, including exploring and identifying aptitudes, interests, passions, and understanding of career expectations.

Adopted: June 14, 2021

Revised: October 9, 2023

Monitoring Method: Internal report

Monitoring Frequency: Annually

ITEM FOR CONSIDERATION

Topic: 2023-2024 Administrator Compensation Increase

**Background
Information:**

On August 14, 2023, the Board approved compensation increases for the 2023-2024 school year for administrators. The approval included a 3% compensation increase and a 1% increase in the form of a one-time payment. Other employee groups were approved at a minimum of a 4% increase that would carry forward in alignment with the compensation approvals.

**Instructional
Impact:**

Maintaining competitive compensation is essential to retaining and attracting high-quality administrators to support student learning.

Fiscal Impact:

The total cost for the Administrator group compensation increase will be approximately \$395,390 (\$6,383 over previous approval).

**Administrative
Recommendation:**

To adjust the Administrator compensation from a 4% increase (3% salary and 1% one-time payment) to a 4% increase that would carry forward in alignment with the compensation approvals for other AASD employee groups.

Contact Person(s): Julie King (920-852-5302) or Holly Burr (920-852-5305)

BOE: 9/25/23

ITEM FOR CONSIDERATION

Topic: Superintendent Compensation Adjustment for 2023-2024

Background Information: On August 28, 2023, the Board concluded the approval of the compensation increases for the 2022-2024 school year for all regular employee groups, apart from the superintendent.

Annual salary adjustments, to be determined by the Board of Education, are included in the Superintendent's employment contract. The Superintendent currently has a contract through 2022-2024. The Superintendent's contract language would remain unchanged except for the annual salary and tax shelter annuity for the second year of the contract (2023-2024 school year).

Consideration for the compensation adjustment is based on the following:

1. Comparability of compensation for Superintendents of other similar-sized school districts in Wisconsin and local school districts as well adjustments to total compensation for the 2023-24 school year.
2. Internal equity – Compensation increases for other regular employee groups for the 2023-2024 for eligible regular employee groups, where employees received not less than a 4% salary/wage increase plus level movement.
3. Performance – Given the superintendent has had a successful year of experience.

Instructional Impact: Maintaining competitive compensation is essential to retaining and attracting high-quality administrators.

Fiscal Impact: The 2023-24 total compensation adjustment would be \$13,000, including a 4% salary adjustment (\$8,000) and a 2.5% Tax-shelter Annuity adjustment (\$5,000).

Administrative Recommendation: Approval.

Contact Person(s): Julie King (920-852-5302)

BOE: 9/25/23