

**Hutchinson Public Schools**  
**Operational Expectations Monitoring Report**  
**OE 8 – Communicating with the Board**  
**June 13, 2016**

**SUPERINTENDENT CERTIFICATION:**

With respect to OE-8 – Communicating with the Board, the Superintendent certifies that proceeding information is accurate and complete, and that the District is:

**In Compliance**

**In Compliance, with noted exception(s):**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Not in Compliance**

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Superintendent of Schools

**BOARD ACTION**

With respect to OE-8 – Communicating with the Board, the Board finds that the District and the Superintendent:

**Are fully compliant**

**Are compliant with noted exception(s)**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Are non-compliant**

Comments and findings:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Date for re-monitoring: \_\_\_\_\_

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Board President

Hutchinson Public Schools  
Board Monitoring Report

Re: Monitoring Report on OE-8: Communicating With the Board  
 From: Dr. Shelly Kiblinger, Superintendent  
 Date: June 13, 2016

Board Focus: Action Required

Monitoring of operational expectations policies is part of the ongoing process of superintendent evaluation. This operational expectation policy addresses several aspects of the superintendent’s responsibility regarding communicating with the board.

OE-8: <u>Communicating With the Board</u>	Superintendent			Board		
The Superintendent shall assure that the Board is fully and adequately informed about matters relating to Board work and significant organizational concern.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X			X		

**Superintendent Interpretation:** *Communication is an integral element in the board/superintendent team’s success. The board expects that the superintendent will communicate in an effective and timely manner. Information necessary for the board to make decisions regarding strategic, board-level work should be shared in a manner and format that facilitates rather than complicates the board’s work. Communication with the board will be clear and concise, and the board will be provided sufficient background information to make informed decisions on board agenda items. “Significant organizational concern,” means that the board expects to be informed regarding issues at the operational level, if these ideas represent significant change or if such issues are likely to prompt questions of board members from parents, staff and other stakeholders.*

OE-8: <u>Communicating With the Board</u>	Superintendent			Board		
The Superintendent will:  8.1 - Submit required monitoring data in a thorough, accurate and understandable fashion, according to the Board's annual work plan schedule, and including both Superintendent interpretations and relevant data to substantiate compliance or reasonable progress.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X			X		

**Superintendent Interpretation:** *The superintendent will provide monitoring reports for all Operational Expectations and Results policies in a format useful to the board, and in accordance with the mutually-crafted calendar for monitoring. These reports, in aggregate, become a significant portion of the superintendent's evaluation.*

**Indicators of Compliance:**

- We will be in compliance when all OE and Results monitoring reports are presented annually to the board. Dates of presentation may deviate slightly from the work calendar to adjust for availability of data and the length of the board agenda.
- The annual work calendar is reviewed at least annually.

**Evidence of Compliance:** Minutes show monitoring reports have followed the annual work calendar.

Result Policy	Scheduled	Monitored	OE Policy	Scheduled	Monitored
R-2 Academics: DRA Reading	PM-July, 2015	PM- 7-27-15	OE-1	Sept, 2015	9-28-15
R-2 Academics: ACT	PM-Aug, 2015	PM-9-14-15	OE-2	Sept, 2015	9-28-15
R-2 Academics: State Assessments- Reading & Math	Jan, 2016	1-11-16	OE-3	April, 2016	4-11-16
R-2 Academics: State Assessments – Science & Social Studies	Feb, 2016	1-11-16 (social studies was not assessed in 2015)	OE-4	Nov, 2015	11-9-15
R-3 thru 6 College & Career Readiness	Dec, 2016	12-14-15	OE-5	Aug, 2015	8-10-15

R-3 thru 6 College & Career Readiness: Employability Skills	PM-Jan, 2016	PM-2-8-16		OE-6	Jan, 2016	1-25-16
				OE-7	March, 2016	3-14-16
				OE-8	June, 2016	6-13-16
				OE-9	Oct, 2015	10-26-15
				OE-10	Sept, 2015	9-28-15
				OE-11	Sept, 2015	9-14-15
				OE-12	July, 2016	8-24-15
				OE-13	May, 2016	5-9-16
				GC-6.E Work Plan	Nov, 2015	11-9-15

**Capacity Building:** Continue to refine the OE's as per recommendations from the Aspen Group with regards to the superintendent's interpretation.

**Process:** The superintendent provides a template with basic information. Additional information is provided by appropriate staff and then reviewed by the Superintendent. The annual work calendar is a working document with input from administration and the Board.

OE-8: <u>Communicating With the Board</u>	Superintendent			Board		
<p>The Superintendent will:</p> <p>8.2 - Provide for the Board, in a timely manner, information about trends, facts and other information relevant to the Board's work.</p>	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X			X		

**Superintendent Interpretation:** *Board members expect to be informed when there are changes or potential changes in strategic issues such as demographics, educational practices, legislative mandates, state or federal expectations, legal concerns, budget concerns, student safety, accreditation status and facility issues.*

**Indicators of Compliance:**

We will be in compliance when the superintendent and staff inform the board of relevant trends, facts and information in the context of important decisions in which the board is involved.

**Evidence of Compliance:**

- The superintendent provides updates during board meetings regarding a variety of topics
- Board members receive weekly information from the superintendent in the form of an update in which both strategic and operational trends and information may be shared;
- Board members receive regular legislative updates through KASB and passed on from other sources by the superintendent;
- Board members receive periodic e-mails forwarded from the superintendent containing newspaper articles related to education;
- The Comprehensive Annual Financial Report has a statistical section that shows trends for: assets, revenues, expenses, fund balances, debt ratios, assess values, mill levies, tax collection, outstanding debt, demographic and economic information, staff FTE, and school building enrollments;
- The Annual Budget report show trends for: state aid revenue, property tax revenue, federal aid revenue, health insurance rates and board fringes, BSAPP history, free/reduced lunch percentages, budgets for each fund over two years of actual and the current year budget.
- Board members received and were a part of budget planning information and possible solutions during budget meetings with staff and the community
- Annual updates regarding building and district level state assessment achievement in all tested subjects, for all students and subgroups
- Annual update regarding changes in the demographics of our PK-12 students served (i.e. SES, ELL, race).

**Capacity Building:**

OE-8: <u>Communicating With the Board</u>	Superintendent			Board		
<p>The Superintendent will:</p> <p>8.3 - Inform the Board of significant transfers of money within funds or other changes substantially affecting the district's financial condition.</p>	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X			X		

**Superintendent Interpretation:** *The board has a primary responsibility to insure that public funds are handled legally, responsibly and as transparently as possible. They expect to know when there are changes in the district's financial condition, and when circumstances require transfers among funds within the budget. The board expects such transfers to have a legal basis and a defensible rationale. The board is informed of the impact of pending legislation on the financial position of the district.*

**Indicators of Compliance:**

We will be compliant when

- The board approves a budget for fund transfers in August of each year.
- 100% of funds transferred monthly are within the budget established by the board.
- 100% of year-end transfers of non-budgeted funds are approved by the board.

**Evidence of Compliance:**

We are in compliance with the indicators as evidenced by board minutes, board audit, and KSDE Budget.

**Process:** Transfers among funds are a routine matter brought to the board for approval. The District has seven transfer funds (At Risk 4, At Risk K-12, Bilingual, Capital Outlay, Professional Development, Parent Education Fund, Special Education, and Vocational Education). These funds all receive state aid that runs through the General Fund/Local Option Budget Funds. Transfers to the appropriate fund are done monthly in order to avoid a cash basis violation within each of those funds, and at the end of each month, the Business Office runs cash balances and transfers are made. The transfer funds listed above each have their own budget which is approved with the budget in August each year. Each of these budgets has the allocated transfers set within those budgets.

If the District has the need to transfer non-budgeted funds into one of the above funds or into the Capital Outlay fund, Textbook Fund, Contingency Reserve, or Summer School those approvals are sought at year-end once the District has estimated their year end fund balances. The year-end transfers are completed at the last board meeting in June.

OE-8: <u>Communicating With the Board</u>	Superintendent			Board		
The Superintendent will:  8.4 - Assure that the Board has adequate information from a variety of internal and external viewpoints to assure informed board decisions.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X			X		

**Superintendent Interpretation:** *In significant decisions in the board's preview, the board expects us to weigh and share perspectives or opinions of appropriate stakeholders both within the organization and outside it. It is probably neither possible nor appropriate to provide diverse perspectives on every decision the board makes.*

**Indicators of Compliance:** We will be in compliance when the Board of Education has access to a variety of internal and external viewpoints through the following avenues:

Avenues for internal and external viewpoints	Evidence of Compliance
Board receipt of summary and full reports from any external reviews	Audit Reports
District curriculum review/development process driven by a variety of teachers, representing a cross-section of buildings, grade levels, and experience levels	Task Force Membership lists Draft of Summer 2016 curriculum pacing teams
Community Budget Advisory Committee representing community and staff	Budget Meeting Dates for 2015-16: March 7, 2016 Note: other dates were cancelled due to block grant funding being level for 2016-17; committee planned to reconvene if something changed in the budget
Board linkage	Staff linkage held 1-25-16 Student linkage held 4-12-15
Board representation on community committees, providing the board with regular updates (Head Start Policy Council, EFARC, CTC, HCCA VS, Benefits Committee)	Minutes of monthly board meetings

Additional evidence: The district was accredited after the AdvancED visit in April, 2016 and the district scored above the network average (3.00 vs 2.67) on indicator 2.5 – Leadership engages stakeholders effectively in support of the system's purpose and direction.

**Capacity Building:**

A process for recording and sharing of minutes of task force meetings, benefits committee, and other staff input committees will be developed as per our linkage follow-up plan. Minutes will be posted to a designated spot on

the district website and the board, as well as staff and patrons, will be informed of the availability of this information.

OE-8: <u>Communicating With the Board</u>	Superintendent			Board		
The Superintendent will:  8.5 Inform the Board of anticipated significant media coverage.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X			X		

**Superintendent Interpretation:** *The Board should be the most informed laypersons in the community regarding the school district. When an event or issue is likely to make the news, it is important that the board know as much as the media, and hopefully before the media about the issue in case they are contacted by the media for information or a perspective.*

**Indicators of Compliance:** T

We will be in compliance when the district uses a variety of tools to keep the Board up to date on news on a timely basis. The most time-sensitive information, for which the Board may receive media calls, is communicated via a text message or a telephone Skylert call from the Superintendent, Board Clerk, or Public Information Officer. The calls are followed up with an email from the Superintendent or a news release.

**Evidence of Compliance:**

- In terms of news, the district produced about 100 news releases of all sorts during 2015-16 through mid-May. Additionally, the district produced Tip Sheets, contacting additional event and news release-type materials, adding another 95 or so items to the total list of district activities.
- News releases ranged from the mundane – the Administration Center closed for holidays – to major milestones in the life of the district, such as the community budget process. The longest single news release during the year was the Hutchinson High School Awards Assembly, which included names and accomplishments of HHS seniors and their scholarships.
- The district also produces a weekly calendar that is sent every Wednesday of the school year and includes all academic, activity and athletic events for the 10-day period that begins on that Thursday. The calendar is designed to keep parents, media and community members who have requested the calendar informed about all district activities.
- Board members receive all the same releases and Tip Sheets the media receives via email. Samples are included (Attachment 1).

**Process:** The Public Information Director works closely with the Superintendent to inform the Board of news or potential news events. Board members are notified through email, Skylert messages and tip sheet and media releases.

OE-8: <u>Communicating With the Board</u>	Superintendent			Board		
<p>The Superintendent will:</p> <p>8.6 Inform the Board, the Board president or individual members if, in the Superintendent’s opinion, the Board or individual members have encroached into areas of responsibility assigned to the Superintendent or if the Board or its members are non-compliant with any <b>Governance Culture or Board/Superintendent Relations</b> policies.</p>	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X			X		

**Superintendent Interpretation:** *The superintendent assists the board in the monitoring of GC and B/SR policies, and will provide input when he/she perceives significant non-compliance issues. In most instances, the superintendent will share these perceptions with the board president, whose role should be to address the issue with the board or individual board member(s).*

**Indicators of Compliance:** If a concern is raised, it will be shared with the board president.

**Evidence of Compliance:**

- GC and B/SR policies have all been monitored at least once. Items have been discussed and the reports were determined to be in compliance.
- The superintendent certifies through this report, that she has shared any significant concerns with individual board member(s) and the board president.

**Process:** If in the opinion of the Superintendent a board member or the whole board has encroached into an area of responsibility assigned to the Superintendent, it will be shared with the Board President.

OE-8: <u>Communicating With the Board</u>	Superintendent			Board		
The Superintendent will:  8.7 Present information in simple and concise form, indicating clearly whether the information is incidental, intended for decision preparation, or for formal monitoring.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X			X		

**Superintendent Interpretation:** *Board members receive a tremendous amount of information and data each month. Board members would like information to be in a format that simplifies, rather than complicates their job. In addition they would like to know the purpose for the information.*

**Indicators of Compliance:** The administration will strive to provide information with data and in a format that simplifies information for the Board.

**Evidence of Compliance:**

- OE and Results monitoring reports are formatted to provide clarity of information, processes, and capacity building. Whenever possible, information is shared in a chart, graph or visual manner.
- The format used for the preparation of board action and consent items lends itself to compliance with this policy. Staff members who prepare information for the board packet are asked to complete either a cover memo, or a template which provides board members with specific information required for decision-making.
- All information for formal monitoring is presented in a standardized monitoring report format and appears on the board agenda under “Monitor Operational Performance.”
- The weekly update from the superintendent identifies information related to decision-making under the heading of “Board Agenda.” Other headings indicate items of incidental nature.

**Capacity Building:**

As each monitoring report comes before the board, administration will revise all superintendent interpretations according to Aspen Group’s recommendations to make them more concise. This cycle of report changes should be completed by February, 2017.

OE-8: <u>Communicating With the Board</u>	Superintendent			Board		
<p>The Superintendent will:</p> <p>8.8 Treat all members equally and assure that all members have equal access to information.</p>	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X			X		

**Superintendent Interpretation:** *No board member should be at an advantage or disadvantage relative to communication and information from the superintendent. In as many ways as possible, the superintendent should view the board as a body, and communicate with the body. This does not eliminate the need for nor the appropriateness of incidental interactions with individual board members, including responses to questions or sharing of requested information. On the other hand, if the questions or information requested would be important to or of interest to the majority of the board, then it should be shared with all.*

**Indicators of Compliance:** The Superintendent attempts to communicate with and attend to the needs of board members equitably. All members receive communication from the superintendent in the board packet and in weekly updates. When individual board members have questions, often the question and a response is shared with the full board in a written update or e-mail, particularly if in the superintendent’s judgment the information or response to a question would be useful or of interest to all board members.

**Evidence of Compliance:**

- Weekly updates sent to all board members
- E-mails to all board members containing answers to questions posed by a single board member

**Process:** Questions come to the Superintendent from Board Members. The question is forwarded to the responsible party then shared back with the board member. If it is more than just a clarifying question, the information will be shared with all board members by the Superintendent or the Board President.

OE-8: <u>Communicating With the Board</u>	Superintendent			Board		
The Superintendent will:  8.9 Inform the Board in a timely manner of any actual or anticipated noncompliance with any Board <b><i>Operational Expectations</i></b> policy or any anticipated failure to achieve reasonable progress toward any <b><i>Results</i></b> policy.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X			X		

**Superintendent Interpretation:** *Board members do not like surprises. Board members certainly expect to know the superintendent's opinion regarding policy compliance at the time each policy is monitored. On the other hand, this policy sets an expectation that information be shared about potential non-compliance as soon as information or an event significantly affects compliance with OE or Results policies.*

**Indicators of Compliance:** It is the superintendent's intent to share anticipated or actual non-compliance with OE or Results policies in a timely manner. For the 2014-15 year, schools' continuous improvement reports to the board included a discussion of each building's data related to [the district's strategic plan](#).

**Evidence of Compliance:** OE and Results monitoring is completed in a timely manner according to GC-6 Annual Work Plan.

OE-8: <u>Communicating With the Board</u>	Superintendent			Board		
<p>The Superintendent will:</p> <p>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.</p>	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X			X		

**Superintendent Interpretation:** *The Board expects to receive sufficient background information regarding items typically on the superintendent's consent agenda, which is where items delegated to the superintendent but requiring board approval are presented.*

**Indicators of Compliance:** The superintendent and staff provide information to the Board in the format referenced above and in Attachment 2. The intention is to provide assurance to the board that the items requiring board approval but delegated to the superintendent, are being handled responsibly and legally. Adequate background information is provided so all or the majority of questions that the board might have regarding such items are answered in the information provided.

**Evidence of Compliance:**

- All items on the consent agenda were accompanied by a cover sheet providing background information as evidenced by agenda materials in BoardDocs.

OE-8: <u>Communicating With the Board</u>	Superintendent			Board		
<p>The Superintendent will:</p> <p>8.11 Inform the Board in a timely manner of the administrative disposition of complaints presented to the Superintendent by the Board.</p>	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X			X		

**Superintendent Interpretation:** *A complaint presented by the Board would be a relatively rare occasion. “The Board” would be interpreted as the entire board – not individual members who might share a concern privately with the superintendent. If an individual board member has or receives a complaint, presents it to the board, and the board acknowledges it and requests the superintendent address it, then the Board has an expectation that the superintendent will address it and follow up with a report on the disposition of the complaint.*

**Indicators of Compliance:**

- We will be in compliance when the superintendent follows up with 100% of the complaints presented by the board.

**Evidence of Compliance:**

- The superintendent has followed up on 100% (1 of 1) complaints presented by the board. Specifically, the superintendent has treated the information from the January 25 linkage as a complaint acknowledged by the entire board. A follow-up plan has been presented to the board and shared with staff. While this follow-up plan continues to be refined, it includes elements that will be monitored through OE compliance and other means.

OE-8: <u>Communicating With the Board</u>	Superintendent			Board		
The Superintendent will:  8.12 Inform the Board in advance of any deletions of, additions to or significant modifications of any instructional programs.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X			X		

**Superintendent Interpretation:** *While the instruction program is an element of the district’s day-to-day operation and typically not in the board’s purview, the overall scope and depth of the instructional program may relate directly to the Results policies. The board has an expectation that significant changes will be shared with the board in advance of their implementation. Examples of “significant” change are interpreted to mean things such as a change in the base materials, a change in the standards, or the elimination of a program.*

**Indicators of Compliance:** The curriculum review cycle and the materials adoption/purchasing process, includes opportunities for the board to be informed of and approve significant changes to the instructional program. Results reports and board updates also include changes to the instructional program.

We will be compliant when:

- The board will approve 100% of course changes or deletions at the 7-12 grade level
- The board will approve 100% of any changes resulting in decreased or increased student access to specials, such as PE, vocal or instrumental music, or art. This would be in the form of changes to staffing levels.
- The board will approve 100% of major curriculum resource adoptions (textbooks)

**Evidence of Compliance:**

Indicator	Evidence
Board approval of course changes and deletions	Board minutes from March 14, 2016
Board approval of changes to staffing levels	Elementary class sizes were adjusted as per boundary changes. See board minutes from Dec 14, 2015
Board approval of textbook adoptions	Math Curriculum K-5– board minutes from April 11, 2016 Math Curriculum 6-12 – board minutes from April 25, 2016
Board approval of changes to ALP program	Board minutes from May 9, 2016

**Process:** The curriculum review cycle and the materials adoption/purchasing process is an on-going process to ensure that instruction is up to date and based on current research. The Curriculum Review Council meets at least once a year to review the deletion or addition of new courses. A report is given to the board yearly.

OE-8: <u>Communicating With the Board</u>	Superintendent			Board		
The Superintendent will:  8.13 Inform the Board of significant changes to District Policy and submit for Board approval any changes to statutorily-required policies.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X			X		

**Superintendent Interpretation:** *The board expects that the superintendent will monitor and advise the board regarding any policy changes or additions dictated by law.*

**Indicators of Compliance:**

- 100% of changes to board policy will be approved by the board of education.
- 100% of changes to the district strategic plan will be approved by the board of education.
- 100% of changes to administrative regulations will be approved by the board of education.
- 100% of changes to handbooks will be approved by the board of education.

**Evidence of Compliance:**

Indicator	Evidence
100% of board policy changes were approved by BOE	Board minutes from Sept 14, 2015 (revised OE-11 Discipline) Board minutes from June 13, 2016 (revised OE-3)
100% of strategic plan changes were approved by BOE	No changes were made to the strategic plan.
100% of administrative regulation changes were approved by BOE	Board minutes from July 27, 2015 and April 25, 2016
100% of handbook changes were approved by BOE	Board minutes from July 13, July 27 and Sept 28, 2015

**Process:** Action items brought to the board regarding any policy changes. The district maintains two types of policies: the board’s policies, and the district/administrative policies. If there are changes in statutes that would dictate a change in the Operational Expectations, Board/Superintendent Relations, or Governance Culture policies of the board, these changes will be brought to the board for formal approval.

The second type of policy - district/administrative policies - were formerly the board policies. Annually, KASB provides advice to Kansas school districts regarding policies that should be added or altered, based upon changes dictated by legislation, court action or policy research on the part of KASB. Annually these policy recommendations are shared with the district’s attorney to determine wording and appropriateness for our district. Such policies, though it is a district rather than a board policy, will be brought to the board for approval if they are statutorily required. In addition, if there are significant changes or policy additions suggested by the administration to district policies, and such changes might be controversial, then those policies will also be shared with the board. Routine changes to policy in the form of district and school handbooks will be approved by the board by placement on the consent agenda.