

Hutchinson Public Schools
Operational Expectations Monitoring Report
OE 8 – Communicating with the Board
June 12, 2017

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:

Improve consistent and complete information as it pertains to OE – 8.4

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 12, 2017

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: *The board expects that the superintendent will communicate in an effective and timely manner and that 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.*

- *Board work – items which will appear on the formal board agenda, particularly those items specified in board policy as being under the board of education’s decision-making authority or items that are legally required to be acted upon by the board of education*
- *Significant organizational concern – issues of an operational nature which represent a significant change or that are likely to prompt questions of board members from parents, staff, and other stakeholders*

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

Superintendent Interpretation: *The board expects that the superintendent will closely adhere to the GC-6E schedule by producing monitoring reports that include evidence relevant to the indicators of compliance agreed upon during the previous cycle.*

Compliance:

<p>Indicator 1: 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.</p>	Compliant
<p>Evidence: See Table Below</p>	
<p>Indicator 2: The annual work calendar is reviewed at least annually.</p>	Compliant
<p>Evidence: The annual work calendar was updated on Oct 10, 2016.</p>	

Evidence for Indicator 1 Above: Minutes show monitoring reports have followed the annual work calendar.

Result Policy	Scheduled	Monitored	OE Policy	Scheduled	Monitored
R-2 Academics: DRA Reading	PM-June, 2016	PM- 6-13-16	OE-1	Sept, 2016	9-26-16
R-2 Academics: ACT	PM-Aug, 2016	1-9-17 2-13-17	OE-2	Sept, 2016	9-26-16
R-2 Academics: DRA & iReady	PM-Nov, 2016	PM-11-14-16	OE-3	April, 2017	4-10-17
R-2 Academics: State Assessments- Reading & Math	Jan, 2017	1-9-17 (reading) 2-13-17 (math)	OE-4	Nov, 2016	11-14-16
R-3 thru 6	Dec, 2016	12-16-16	OE-5	Aug, 2016	8-8-16

College & Career Readiness					
R-3 thru 6 College & Career Readiness: Employability Skills	Jan, 2017	12-6-16	OE-6	Jan, 2017	1-9-17
			OE-7	March, 2017	4-10-17
			OE-8	June, 2017	6-12-17
			OE-9	Oct, 2016	10-24-16
			OE-10	Sept, 2016	9-12-16
			OE-11	Sept, 2016	9-12-16
			OE-12	Aug, 2016	8-22-16
			OE-12 (formerly OE-13)	May, 2017	5-8-17
			GC-6.E Work Plan	Oct, 2016	10-10-16

Capacity Building:

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: *The board expects the superintendent will provide board members with the materials necessary to be well-informed on school-related issues.*

- *Timely – allowing for adequate time to review material before making a decision, such as, the Friday before a board meeting*

Compliance:

<p>Indicator 1: 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.</p>	<p>Compliant</p>
<p>Evidence: The superintendent provides updates during board meetings regarding a variety of topics</p> <ul style="list-style-type: none"> • 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 expects to know of potential 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.*

- *Transfers – the legal and rational movement of money between KSDE designated pools of district money*
- *Financial condition – indicators of monetary health, expenses vs revenue, cash balances, and bond debt*
- *Significant – legally requiring board approval*
- *Substantially – requiring republishing of the budget, requiring reduction of staff or programs, or a change in the level of cash balances*

Compliance:

Indicator 1: The board approves a budget for fund transfers in August of each year.	Compliant
Evidence: We are in compliance with the indicators as evidenced by board minutes, board audit, and KSDE Budget.	
Indicator 2: 100% of funds transferred monthly are within the budget established by the board.	Compliant
Evidence: We are in compliance with the indicators as evidenced by board minutes, board audit, and KSDE Budget.	
Indicator 3: 100% of year-end transfers of non-budgeted funds are approved by the board.	Compliant
Evidence: 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		
<p>The Superintendent will:</p> <p>8.4 - Assure that the Board has adequate information from a variety of internal and external viewpoints to assure informed board decisions.</p>	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X			X		

Superintendent Interpretation: *The board expects the superintendent to seek, consider, and share perspectives of appropriate stakeholders concerning significant decisions impacting the district. This does not mean it is possible or appropriate to seek input on all decisions.*

- *Adequate – sufficient for the particular need*
- *Internal – employees and or students impacted by a decision*
- *External – parents and patrons*
- *Viewpoints – ways of thinking about a topic*

Indicators of Compliance:

<p>Indicator 1: We will be in compliance when the Board of Education has access to a variety of internal and external viewpoints through summary and full reports from any external reviews.</p>	Compliant
<p>Evidence: Audit Report</p>	
<p>Indicator 2: We will be in compliance when the Board of Education has access to a variety of internal and external viewpoints through District curriculum review/development process driven by a variety of teachers, representing a cross-section of buildings, grade levels, and experience levels</p>	Compliant
<p>Evidence: Task Force Membership lists and board was provided a list of Summer 2016 curriculum pacing teams</p>	
<p>Indicator 3: We will be in compliance when the Board of Education has access to a variety of internal and external viewpoints through Community Budget Advisory Committee representing community and staff</p>	Compliant
<p>Evidence: While no community budget committee was formed this year, the board was informed and in agreement in the fall this could not take place until the legislature passed a new finance formula. This has not yet taken place, so it would be impossible to have a budget committee meeting at this point.</p>	
<p>Indicator 4: We will be in compliance when the Board of Education has access to a variety of internal and external viewpoints through Board linkage</p>	Compliant
<p>Evidence: Board members held linkages with each building over the course of the 2016-17 school year.</p>	

Student linkage held 4-27-15 and 5-1-17	
Indicator 5: We will be in compliance when the Board of Education has access to a variety of internal and external viewpoints through Board representation on community committees, providing the board with regular updates (Head Start Policy Council, EFARC, CTC, HCCA VS, Benefits Committee)	Compliant
Evidence: Minutes of monthly board meetings	

Capacity Building:

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

Superintendent Interpretation: *The board expects to be the most informed laypersons in the community regarding the school district and to have information in advance of significant media coverage.*

- *Anticipated – foreseeable by the average person*
- *Significant – likely to be front page news or covered by television reporters*
- *Media – newspaper, radio, or television news*

Compliance:

<p>Indicator 1: 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.</p>	<p>Compliant</p>
<p>Evidence:</p> <ul style="list-style-type: none"> • 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 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. 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 Governance Culture or Board/Superintendent Relations policies.</p>	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X			X		

Superintendent Interpretation: *The board expects the superintendent to be open and honest with the board and individual members and to respectfully bring concerns about roles and responsibilities to light for the good of the organization.*

- *Encroached – crossed the line*
- *Areas of Responsibility – superintendent as single point of contact, personnel decisions, and other day-to-day operations of the school*
- *Non-compliant – failure to follow board policies*

Compliance:

Indicator 1: If a concern is raised, it will be shared with the board president.	Compliant
Evidence: 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		
<p>The Superintendent will:</p> <p>8.7 Present information in simple and concise form, indicating clearly whether the information is incidental, intended for decision preparation, or for formal monitoring.</p>	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X			X		

Superintendent Interpretation: *The board expects information in a format that simplifies, rather than complicates their work. The board also wishes to know the purpose of the information they are given.*

- *Present – communicate in written or spoken form*
- *Simple – in laymen’s terms*
- *Concise – brief*
- *Incidental – interesting and pertaining to school operation, but not required for decision-making*

Compliance:

<p>Indicator 1: The administration will strive to provide information with data and in a format that simplifies information for the Board.</p>	<p>Compliant</p>
<p>Evidence:</p> <ul style="list-style-type: none"> • 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:

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

Superintendent Interpretation: *The board expects that that the superintendent shares the same background and data with all board members on all topics that may be of concern to the majority of the board.*

- *Equal access – receiving the same material at approximately the same time*

Compliance:

Indicator 1: The Superintendent attempts to communicate with and attend to the needs of board members equitably.	Compliant
Evidence: There have been no complaints of inequitable sharing of information.	
Indicator 2: All members receive communication from the superintendent in the board packet and in weekly updates.	Compliant
Evidence: Weekly board updates and board packets on Board Docs	
Indicator 3: 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.	Compliant
Evidence: E-mails	

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 <i>Operational Expectations</i> policy or any anticipated failure to achieve reasonable progress toward any <i>Results</i> policy.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X			X		

Superintendent Interpretation: *The board expect the superintendent to clearly indicate his/her opinion on compliance at the time a policy is monitored. Additionally, the board expects the superintendent to share information regarding potential non-compliance as soon as reasonably possible.*

- *Timely –at the next regularly scheduled communication opportunity, such as a board update or board meeting*

Compliance:

Indicator 1: Anticipated or actual non-compliance with OE or Results policies is shared in a timely manner.	Compliant
Evidence: OE and Results monitoring were completed in a timely manner according to GC-6 Annual Work Plan. Progress Monitoring Reports were provided according to the 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 background data and reasoning that informed the superintendent’s decision-making regarding items on the superintendent’s consent agenda.*

- *Adequate – sufficient to make an informed decision*
- *Administrative actions – purchases over \$20,000, program changes, personnel actions, and other day-to-day decisions necessary for operation of the schools*

Compliance:

<p>Indicator 1: Information is provided to the board using the format in Attachment 2, which provides adequate background information so all or the majority of questions that the board might have regarding such items are answered in the information provided.</p>	<p>Compliant</p>
<p>Evidence: All items on the consent agenda were accompanied by a cover sheet providing background information as evidenced by agenda materials in BoardDocs.</p>	

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: *The board expects that the superintendent will address concerns brought to his/her attention by the board and will communicate with the board regarding the actions taken and resolution of the concern.*

- *Timely – at the next regularly scheduled communication opportunity, such as a board update or board meeting*
- *Disposition – follow-up actions taken*

Compliance:

<p>Indicator 1: We will be in compliance when the superintendent follows up with 100% of the complaints presented by the board.</p>	<p>Compliant</p>
<p>Evidence: The superintendent has followed up on 100% (1 of 1) complaints requested by the board. Specifically, the superintendent has provided the board with information related to student behavior concerns as requested.</p>	

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: *The board expects the superintendent to share decisions related to curriculum and student opportunities which relate to the OE's or Results Policies.*

- *Inform – provide information*
- *In advance – prior to implementation or expenditures related to implementation*
- *Significant – materially impacting, such as a change in the base materials, a change in the standards, or the elimination of a program.*
- *Instructional programs – courses of study*

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

Compliance:

Indicator 1: The board approves 100% of course changes or deletions at the 7-12 grade level	Compliant
Evidence: Board minutes from April 10, 2017	
Indicator 2: The board approves 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.	Compliant
Evidence: Elementary class sizes were adjusted as per boundary changes. See board minutes from Dec 14, 2015. Board considered changes to special education class sizes and associated staffing levels on June 12, 2017. All board minutes related to personnel actions.	
Indicator 3: The board approves 100% of major curriculum resource adoptions (textbooks).	Compliant
Evidence: Board minutes show the board has approved 100% of textbook adoptions.	

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 or recommended by KSDE or the board's attorney.*

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.

Indicator 1: 100% of board policy changes were approved by BOE	Compliant
Evidence: <ul style="list-style-type: none"> • Board minutes from June 13, 2016 (revised OE-3 Treatment of External Stakeholders) • Board minutes from July 11, 2016 (revised OE-4 Treatment of Employees and Personnel Administration) • Board minutes from January 9, 2017 (revised OE-10 Instructional Program) • Board minutes from January 9, 2017 (revised OE-11 Learning Environment – combined OE-11 & 12) • Board minutes from January 9, 2017 (revised OE-12 Facilities-renumbered) • Board minutes from January 9, 2017 (revised OE-13 Facilities –deleted b/c of renumbering) 	
Indicator 2: 100% of strategic plan changes were approved by BOE	Compliant
Evidence: No changes were made to the strategic plan.	
Indicator 3: 100% of administrative regulation changes were approved by BOE	Compliant
Evidence: Board minutes from July 25, 2016 and February 13, 2017	
Indicator 4: 100% of handbook changes were approved by BOE	Compliant
Evidence: Board minutes from July 11, 2016 and December 12, 2016	

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.