

BOARD GOVERNANCE POLICY 2.03
BOARD POWERS AND DUTIES

The work of the Board is to serve as trustees for the people of the City of Milwaukee in determining and demanding appropriate organizational performance. To distinguish the Board's own unique work from the work of its staff, the Board will concentrate its efforts on the following:

(1) THE LINK BETWEEN THE ORGANIZATION AND THE PEOPLE OF THE CITY OF MILWAUKEE

(a) The general mandatory powers and duties of the Board are defined in state statutes. The law states or implies that the Board has full power to operate the local public schools as it deems fit in compliance with state and federal mandates.

(b) The Board takes a broad view of its responsibilities and functions. It considers its responsibilities to include the following:

1. The Board has the legal responsibility for the conduct of the public schools and is the only official agency in the community that has such.
2. The Board has a civic responsibility as the controlling body of a basic service essential to the life of the community.
3. The Board has a social responsibility toward all the people who look to the school as the center of growth and development for young and old alike.
4. The Board has an economic responsibility, as there is a direct relationship between good schools and the standard of living.
5. The Board has a moral and ethical responsibility to discharge its functions completely and impartially in the interests of accomplishing the greatest good for the greatest number at all times.

(2) BOARD FUNCTIONS

(a) The Board's major function is policy-making in nature: The Board formulates and adopts broad Rules and Governance policies regarding the employment of staff personnel and the administration of students, educational programs and instructional materials, physical plant and equipment, finances, and public relations. The Board itself shall approve administrative regulations when specific laws require the Board to do so. The Board may also adopt regulations and procedures when the Superintendent recommends Board adoption in light of strong community attitudes or probable staff reactions.

(b) The Board employs its chief executive officers as its professional advisors and properly delegates to them the authority and responsibility to execute its District policies and administer the schools. The Board exercises its supervision primarily through its chief executive officers and does not deal directly with individual subordinate staff members on specific problems.

(c) The Board approves sound, realistic budgets as developed and recommended by its Administration and provides the financial resources necessary for executing its District policies.

(d) The Board evaluates the effects of its District policies and the manner of their execution, as well as the routine operation of the schools, by such means as observation, special studies, audits, and periodic reports by its executive officers. Such appraisals are made for two reasons — to evaluate what is being done and to facilitate future planning.

(e) The Board and its designees shall revisit all of its policies, rules, and procedures each fifth year to evaluate and determine their coherence and appropriateness to the present mission of the school District.

(3) WRITTEN GOVERNING POLICIES

The Board shall maintain written governance policies which, at the broadest levels, shall address:

- (a) District Mission and Goals: organizational impacts, benefits, outcomes, recipients, and their relative worth (what good for which people and needs at what cost).
- (b) Board Governance and Operations: description of how the Board conceives, carries out, and monitors its own tasks.
- (c) Board/Staff Relationship: delegation of power and monitoring of its proper use; the roles, authority, and accountability of chief executive officers, who are the Superintendent, the Board Clerk/Director, Office of Board Governance, and the management of the Office of Accountability and Efficiency .
- (d) Executive Limitations: constraints on executive authority, which establish the prudence and ethical boundaries within which all executive activity and decisions must take place.

(4) THE ASSURANCE OF ORGANIZATIONAL PERFORMANCE

(a) To provide the most capable leadership available for MPS, the Board may engage in a nationwide search for applicants whenever any position of chief executive officer is vacant.

(b) These chief executive officers shall be the Superintendent, the Board Clerk/Chief Officer, Office of Board Governance and the Senior Director, Office of Accountability and Efficiency.

(c) Because of the great responsibilities assigned to the chief executive officers, the selection of the proper persons for these posts is one of the most important tasks that the Board performs. When there is a vacancy in the office of a chief executive officer, the Board may seek the advice and counsel of interested individuals or of a special or an advisory committee, and it may hire consultants to assist in the selection. Final selection, however, shall rest with the Board after a thorough consideration of qualified applicants.

(5) FISCAL RESOURCES

The Board shall provide financial resources for the implementation of district policies in a fiscally responsible and prudent manner.

History:	Adopted 3-6-57; Codified 1976; Revised 1994, 1996; Reaffirmed 4-20-95, 4-25-96, 10-29-15; 12-20-18, 11-18-21		
Legal Ref.:	W.S. 118.001; 119.04, 119.16, 119.18, 119.32; 119.44		
Cross Ref.:	Board Rule	2.01	Standing, Special and Functional Committees
		2.11	Advisory Committees
	Bd. Gov. Policy	1.01	Vision and Mission
		1.02	Goals
		2.01	General Governance Commitment
		2.02	Governing Style
		2.04	Board Member Powers and Duties
		2.11	District Policies: Preliminary Development and Adoption
		2.13	Board Legislative Program
		3.01	Board-Appointed Officials
		3.02	Role of the Superintendent
		3.05	Role of the Director of the Office of Board Governance / Board Clerk
		3.08	Role of the Management of the Office of Accountability and Efficiency
		4.01	General Executive Constraint
		4.05	Budgeting/Forecasting
	Adm. Policy	2.02	Superintendent: Recruitment and Appointment
		2.06	Development of Administrative Procedures
		3.06	Fiscal Accounting and Reporting
		3.07	Fiscal Audits
		6.04	Employee Code of Ethics
Monitoring Frequency	Internal report by Board as part of its annual self-assessment Annually, in July		

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GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 2.15 PUBLIC CONCERNS

(1) Concerns from the public involving non-policy issues that have not been resolved at the local school level shall be submitted to the Superintendent for resolution within a reasonable time period, generally not to exceed ten calendar days. The Superintendent shall establish procedures for handling such concerns, subject to the Board's approval. Only those concerns that the Superintendent has not resolved to the satisfaction of the constituent should be directed to the Board. The Board shall establish procedures for handling such concerns.

(2) Concerns involving issues with Board Rules or Governance Policies shall be submitted to the Board Clerk/Chief Officer, Office of Board Governance, for consideration by the Board.

History: Adopted 4-25-96; Revised 10-29-15, 11-18-21

Previous Coding: BG 2.16, prior to 6-26-96

Cross Ref. Board Rule 1.10 Communications, Petitions, Resolutions, New Business
Admin. Policy 9.10 Public Complaints About the Curriculum or Instructional Materials

Monitoring: Internal report prepared by the Superintendent, the Board Clerk/Director, Office of Board Governance, and the Chief Accountability and Efficiency Managers, verifying satisfactory resolution of public complaints

Frequency: Annually in August.

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BOARD GOVERNANCE POLICY 3.02
ROLE OF THE SUPERINTENDENT

(1) POWERS AND DUTIES

The Superintendent shall serve as the chief administrative officer and, under the direction of the Board, shall have general supervision of the public schools and of the certificated, business (excluding the Board staff and staff of the Office of Accountability and Efficiency), and recreation and community-education personnel and of the manner of conducting and grading of said schools.

The Superintendent may appoint, subject to confirmation by the Board, deputy superintendents, cabinet staff, departmental heads, and such other assistants and supervisors, principals, assistant principals, and teachers as may be authorized by the Board.

The Superintendent shall be an advisory member of every committee of the Board and may participate in its deliberations, except when matters relating to his/her own employment or when an inquiry into his/her acts or conduct are considered.

The Superintendent shall perform such other duties as may be assigned to him/her by the law, by Board rules, or by Board action. He/she shall issue such additional or supplemental rulings and directives for the management and conduct of the schools as he/she may deem proper.

(2) ABSENCE OF SUPERINTENDENT

In the absence of the Superintendent, the duties and powers of the office shall be performed and exercised first by the deputy superintendent(s), followed by a designated member of the Superintendent's cabinet.

The Board president shall be advised if the Superintendent and the deputy superintendents plan to be absent from duty at the same time.

In the event of the death or incapacity of the Superintendent while in the service of the Board, the deputy superintendent shall have the title of Acting Superintendent until a successor is elected by the Board and takes office. If more than one individual holds the title of deputy superintendent, the Board shall appoint an Acting Superintendent.

(3) DELEGATION OF AUTHORITY

All of the Board's authority that is delegated to administrative staff is to be delegated through the Superintendent, so that all authority and accountability of staff, as far as the Board is concerned, is considered to be the authority and accountability of the Superintendent.

The Board shall direct the Superintendent to achieve certain results through the establishment of goals and standards. Through the establishment of executive-limitations policies, the Board shall limit the latitude with which the Superintendent may exercise the practices, methods, conduct, and other means used to achieve the goals and standards.

As long as the Superintendent uses any reasonable interpretation of the Board's goals and standards and executive-limitations policies, the Superintendent is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities relative to the Office of the Superintendent. The Board delegates to the Superintendent the function of specifying required procedures and designing detailed arrangements under which the public schools and their respective departments will be operated in accordance with Board policy. These detailed arrangements shall constitute the administrative procedures governing the school system.

The Board reserves authority unto itself to change its goals and standards and executive-limitations policies, thereby shifting the boundary between the domains of the Board and of the Superintendent. By so doing, the Board changes the latitude of choice given to the Superintendent. But so long as any

particular delegation is in place, the Board and its members will respect and support the Superintendent's choices. This does not prevent the Board from obtaining information in the delegated areas.

Only decisions of the Board acting as a body are binding upon the Superintendent.

Decisions or instructions of individual board members, officers, or committees are not binding on the Superintendent, except in instances when the Board has specifically authorized such exercise of authority.

In the case of board members' or committees' requesting information or assistance without the Board's authorizations, the Superintendent can refuse such requests that, in the Superintendent's judgment, require a material amount of staff time or funds or are disruptive.

(4) MONITORING ORGANIZATIONAL PERFORMANCE

(a) Monitoring executive performance is synonymous with monitoring organizational performance against Board goals and standards and on executive-limitations policies. Any formal or informal evaluation of the performance of the Superintendent or organization may be derived only from these monitoring data.

(b) The purpose of monitoring is simply to determine the degree to which Board policies are being fulfilled. Monitoring will be as automatic as possible, using a minimum of Board time, so that meetings can be used to create the future rather than to review the past.

(c) A given policy may be monitored in one or more of three ways:

1. Internal Report: Documentation of compliance information to the Board from the Superintendent;
2. External Report: Documentation of compliance information by a disinterested, external auditor, inspector, or judge who is selected by and reports directly to the Board. Such reports must assess performance against policies of the Board only, not against those of the external party, unless the Board has previously indicated that party's opinion is to be the standard;
3. Direct Board Inspection. Documentation of compliance information by a board member, a committee, or the Board as a whole. This is the Board's inspection of documents, activities, or circumstances directed by the Board which allows a test of policy compliance.

(d) At the choice of the Board, any policy may be monitored by any method at any time. For regular monitoring, however, each policy regarding goals and standards and executive limitations will be classified by the Board according to frequency and method. Monitoring of the organization's health, however, should be done continually by the Superintendent and, periodically, by the Board. Consequently, monitoring/evaluation is going on all the time, not just once or twice a year. There should be no surprises to the Board or to the Superintendent.

(5) GENERAL EXECUTIVE CONSTRAINT

The Superintendent shall not cause or allow in the organization any practice, activity, decision, or circumstance which is imprudent, discriminatory, unethical, or in violation of federal, state, or local laws, regulations, or ordinances;

The Superintendent shall not fail to work for passage of legislation designed to advance the cause of good schools;

The Superintendent shall not permit any deviation from the Board-adopted employee code of ethics and employee rules of conduct.

(6) STAFF TREATMENT

Dealings with staff and volunteers will be humane, fair, and dignified. Accordingly, the Superintendent shall:

- (a) operate with personnel procedures that clarify personnel rules for classified, certificated, and exempt staff; which provide for effective handling of grievances; and which provide for at least annual feed-back on performance;
- (b) uphold contractual agreements or other Administrative policies, district regulations, or legal requirements pertaining to employee hours, wages, working conditions, and equal employment opportunities;
- (c) not prevent staff from grieving to the Board when:
 - 1. internal grievance procedures have been exhausted;
 - 2. the employee alleges either that a policy of the Board has been violated to his/her detriment or that a policy of the Board does not adequately protect his/her human rights;
- (d) acquaint staff with their rights under this policy.

(7) COMMUNICATION AND COUNSEL TO THE BOARD

With respect to providing information and counsel to the Board, the Superintendent shall not permit the Board to be uninformed. Accordingly, the Superintendent shall:

- (a) submit monitoring data required by the Board in a timely, accurate, and understandable fashion using appropriate process-improvement tools and addressing provisions of the Board’s policies being monitored;
- (b) keep the Board abreast of relevant trends, anticipated adverse media coverage, significant external and internal changes, and community attitudes and staff reactions;
- (c) provide a mechanism for official communication with the Board, its officers, or its committees;
- (d) deal with the Board as a whole, except when:
 - 1. fulfilling individual requests for information;
 - 2. responding to officers or committees duly charged by the Board.
- (e) acquaint staff with their rights under this policy;
- (f) report in a timely manner any actual or anticipated noncompliance with any policy of the Board;
- (g) clearly identify information given to the Board as information for decision making, pertinent information, or monitoring information.

(8) STAFF COMPETENCY

To operate effectively and efficiently, the Superintendent must have competent employees, appropriate documentation, and at least annual evaluations, which shall include clarity of expectations, feedback, and a plan for continual improvement.

History:	Reaffirmed 4-25-96; Revised 10-29-15; 3-28-19, 11-18-21		
Previous Coding:	Board Governance Policy 3.03, Superintendent: Delegation of Authority		
Legal Ref.:	Board Governance Policy 3.04, Superintendent: Monitoring Organizational Performance		
Ref.:	Civil Rights Act of 1964, as amended in 1972, Title VI, Title VII		
	Executive Order 11246, 1965, as amended by Executive Order 11375		
	Equal Employment Opportunity Act of 1972, Title VII		
	Education Amendments of 1972, Title IX (P.L. 92-318)		
	45 CFR, Parts 81, 86 (Federal Register June 5, 1975, August 11, 1975)		
	Laws of Wisconsin Relating to Public Schools, 118.195, 118.2		
	W.S. 63.235, 63.43, 63.44, 63.53, 103.13, 118.12, 118.13, 119.25, 119.32, 119.42, 119.44, 119.66, 120.18, 946.12, 946.13		
Cross Ref.:	Board Rule	1.26	Board Member Services
	Bd. Gov. Policy	2.06	Board Meetings

Adm. Policy	3.01	Board Appointed Officials
	1.04	Nondiscrimination
	2.01	Superintendent
	2.03	Administrative Organization Plan
	2.04	Superintendent's Cabinet
	2.06	Development of Administrative Procedures
	2.07	Temporary Administration Arrangements
	6.01	General Personnel Policies
	6.02	Equal Opportunity Employment
	6.03	Sexual Harassment
	6.04	Employee Code of Ethics
	6.07	Employee Rules of Conduct
	6.14	Personnel Records
	6.16	Complaints and Grievances: Staff
	6.30	Suspension and Dismissal: Staff
	8.05	School Census

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GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 3.05

ROLE OF THE BOARD CLERK/CHIEF OFFICER, OFFICE OF BOARD GOVERNANCE

(1) POWERS AND DUTIES

(a) The Board Clerk/Chief Officer, Office of Board Governance, shall manage those functions assigned to him/her by the Board, and his/her salary shall be fixed by the Board.

(b) The Board Clerk/Chief Officer, Office of Board Governance, shall be responsible, under the direction of the Board, for all Board governance functions involving the day-to-day operation of the Board's office, statutory and Board-required duties of the board clerk, educational audits, and financial and operational audits.

(c) The Board Clerk/Chief Officer, Office of Board Governance, shall:

1. have authority to issue rulings and directives for the management and conduct of his/her responsibilities, compatible with Board-adopted or Board-approved policies and for which he/she shall be directly responsible to the Board;
2. shall perform the duties fixed by law;
3. shall furnish each board member and the Superintendent of Schools with minutes of meetings of the Board and its committees and with proceedings of the Board's meetings;
4. shall oversee the Board's information services;
5. shall oversee the Board's audit function;
6. shall manage the Board's governmental relations; and
7. shall perform such other duties as may be assigned to him/her by the Board.

(d) In addition, the Board Clerk/Chief Officer, Office of Board Governance, shall have general care and custody of all Board records.

(2) BOARD STAFF

(a) The Board Clerk/Chief Officer, Office of Board Governance, shall have authority to appoint, subject to approval by the Board, all Board staff assigned to his/her supervision and management by the Board and such other personnel as authorized by the Board. All such personnel shall work under the general direction and supervision of the Board Clerk/Chief Officer, Office of Board Governance.

(b) In addition to designated and regularly assigned duties, each employee shall perform such related duties as may be assigned to him/her and which are compatible with his/her ability, training, acquired skills, and experience.

(c) The Board shall determine the compensation, duties, and qualifications of the Board's staff. All Board staff shall serve at the will of the Board and shall be excluded from the classified service under sections 63.18-63.53 of the Wisconsin Statutes, from tenure rights under section 119.42 of the Wisconsin Statutes, and from membership in any bargaining unit.

(3) DELEGATION OF AUTHORITY

(a) All the authority of the Board that is delegated to the staff of the Office of Board Governance is delegated through the Board Clerk/Chief Officer, Office of Board Governance, so that all authority and accountability of staff, as far as the Board is concerned, is considered to be the authority and accountability of Board Clerk/Chief Officer, Office of Board Governance.

(b) The Board shall direct the Board Clerk/Chief Officer, Office of Board Governance, to achieve certain results through the establishment of goals and standards. Through the establishment of executive-

limitations policies, the Board shall limit the latitude with which the Board Clerk/Chief Officer, Office of Board Governance, may exercise the practices, methods, conduct, and other means used to achieve the goals and standards .

(c) As long as the Board Clerk/Chief Officer, Office of Board Governance, uses any reasonable interpretation of the Board's goals and standards and executive-limitations policies, the Board Clerk/Chief Officer, Office of Board Governance, is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities relative to the Office of Board Governance.

(d) The Board reserves authority unto itself to change its goals and standards and executive-limitations policies, thereby shifting the boundary between the domains of the Board and of the Board Clerk/Chief Officer, Office of Board Governance. By so doing, the Board changes the latitude of choice given to the Board Clerk/Chief Officer, Office of Board Governance. But so long as any particular delegation is in place, the Board and its members shall respect and support the choices of the Board Clerk/Chief Officer, Office of Board Governance. This does not, however, prevent the Board from obtaining information in the delegated areas.

(e) Only decisions of the Board acting as a body are binding upon the Board Clerk/Chief Officer, Office of Board Governance.

1. Decisions or instructions of individual board members, officers, or committees are not binding on the Board Clerk/Chief Officer, Office of Board Governance, except in instances when the Board has specifically authorized such exercise of authority.
2. In the case of board members' or committees' requesting information or assistance without the Board's authorizations, the Board Clerk/Chief Officer, Office of Board Governance, may refuse such requests that require, in the judgment of the Board Clerk/Chief Officer, Office of Board Governance, a material amount of staff time or funds or are disruptive.

(4) MONITORING ORGANIZATIONAL PERFORMANCE

(a) Monitoring executive performance is synonymous with monitoring organizational performance against the Board's goals and standards and on executive-limitations policies. Any formal or informal evaluation of the performance of the Board Clerk/Chief Officer, Office of Board Governance, and the organization may be derived only from these monitoring data.

(b) The purpose of monitoring is simply to determine the degree to which the Board's policies are being fulfilled. Monitoring will be as automatic as possible, using a minimum of the Board's time, so that meetings can be used to create the future rather than to review the past.

(c) A given policy may be monitored in one or more of three ways:

1. **Internal Report:** Documentation of compliance information to the Board from the Board Clerk/Chief Officer, Office of Board Governance;
2. **External Report:** Documentation of compliance information by a disinterested, external auditor, inspector, or judge who is selected by and reports directly to the Board. Such reports must assess performance only against policies of the Board, not those of the external party, unless the Board has previously indicated that party's opinion is to be the standard;
3. **Direct Board Inspection:** Documentation of compliance information by a board member, a committee, or the Board as a whole. This is the Board's inspection of documents, activities, or circumstances directed by the Board which allows a test of policy compliance.

(d) At the choice of the Board, any policy may be monitored by any method at any time. For regular monitoring, however, each policy reflecting goals and standards and executive limitations policy will be classified by the Board according to frequency and method. Monitoring of Board operations,

however, should be done continually by the Board Clerk/Chief Officer, Office of Board Governance, and periodically by the Board. Consequently, monitoring and evaluation are going on all the time, not just once or twice a year. There should be no surprises to the Board or to the Board Clerk/Chief Officer, Office of Board Governance.

(5) GENERAL EXECUTIVE CONSTRAINT

(a) The Board Clerk/Chief Officer, Office of Board Governance, shall not cause or allow in the organization any practice, activity, decision, or circumstance which is imprudent, discriminatory, unethical, or in violation of federal, state, or local laws, regulations, or ordinances.

(b) The Board Clerk/Chief Officer, Office of Board Governance, shall not permit any deviation from the Board-adopted employee code of ethics and employee rules of conduct.

(6) STAFF TREATMENT

Dealings with staff and volunteers shall be humane, fair, and dignified. Accordingly, the Board Clerk/Chief Officer, Office of Board Governance, shall:

- (a) operate with personnel procedures which clarify personnel rules for exempt staff, provide for effective handling of grievances, and provide for at least annual feedback on performance;
- (b) uphold contractual agreements, or other Board policies, district regulations, or legal requirements pertaining to employee hours, wages, working conditions, and equal employment opportunities;
- (c) not prevent staff from grieving to the Board when:
 1. internal grievance procedures have been exhausted;
 2. the employee alleges either that a policy of the Board has been violated to his/her detriment or that a policy of the Board does not adequately protect his/her human rights;
- (d) acquaint staff with their rights under this policy.

(7) COMMUNICATION AND COUNSEL TO THE BOARD

With respect to providing information and counsel to the Board, the Board Clerk/Chief Officer, Office of Board Governance, shall not permit the Board to be uninformed. Accordingly, the Board Clerk/Chief Officer, Office of Board Governance, shall:

- (a) submit monitoring data required by the Board in a timely, accurate, and understandable fashion using appropriate process-improvement tools and addressing those provisions of the Board's policies being monitored;
- (b) keep the Board abreast of relevant trends, anticipated adverse media coverage, significant external and internal changes, and community attitudes and staff reactions;
- (c) provide a mechanism for official communication with the Board, its officers, or its committee;
- (d) deal with the Board as a whole, except when:
 1. fulfilling individual requests for information;
 2. responding to officers or committees duly charged by the Board;
- (e) acquaint staff with their rights under this policy;
- (f) report in a timely manner an actual or anticipated noncompliance with any policy of the Board;
- (g) clearly identify information given to the Board as either information for decision making, or pertinent information, or monitoring information.

(8) STAFF COMPETENCY

To operate, the Board Clerk/Chief Officer, Office of Board Governance must have competent employees, appropriate documentation, and at least annual evaluations which are to include clarity of expectations, feedback, and a plan for continual improvement.

- History: Reaffirmed 4-25-96; Revised 10-29-15, 11-18-21
- Previous Coding: Board Governance Policy 3.06, Director of the Office of Board Governance: Delegation of Authority
Board Governance Policy 3.07, Director of the Office of Board Governance: Monitoring Organizational Performance
- Legal Ref: Civil Rights Act of 1964, as amended in 1972, Title VI, Title VII
Executive Order 11246, 1965, as amended by Executive Order 11375
Equal Employment Opportunity Act of 1972, Title VII
Education Amendments of 1972, Title IX (P.L. 92-318)
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Laws of Wisconsin Relating to Public Schools, 118.195, 118.2
W.S.63.235, 63.43, 63.44, 63.53, 103.13, 118.12, 119.32, 119.42, 119.44, 119.66, 120.18, 946.12, 946.13
- Cross Ref: Board Rules App A Procedures for Appeals of Employee Disciplinary Hearings
Bd. Gov. Policy BG 2.06 Board Meetings
BG 3.01 Board Appointed Officials
Admin. Policy 1.04 Nondiscrimination
2.03 Administrative Organization Plan
6.01 General Personnel Policies
6.02 Equal Opportunity Employment
6.03 Sexual Harassment
6.04 Employee Code of Ethics
6.07 Employee Rules of Conduct
6.14 Personnel Records
6.16 Complaints and Grievances: Staff
6.30 Suspension and Dismissal: Staff
8.05 School Census



GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 3.08

ROLE OF THE SENIOR DIRECTOR, OFFICE OF ACCOUNTABILITY AND EFFICIENCY

(1) POWERS AND DUTIES

(a) The Senior Director, Office of Accountability and Efficiency shall manage those functions assigned to him/her by the Board.

(b) The Senior Director, Office of Accountability and Efficiency shall be responsible, under the direction of the Board, for bringing oversight and accountability to the financial operations, to evaluate fiscal performance and transparency, to facilitate the improvement of the District's processes, to ensure efficiency, and to recommend solutions in the furtherance of fiscal stewardship for MPS.

(2) OFFICE OF ACCOUNTABILITY AND EFFICIENCY STAFF

(a) The Senior Director, Office of Accountability and Efficiency shall have authority to appoint, subject to approval by the Board, all Accountability and Efficiency staff assigned to his/her supervision and management by the Board and such other personnel as authorized by the Board. All such personnel shall work under the general direction and supervision of the Senior Director, Office of Accountability and Efficiency

(b) In addition to designated and regularly assigned duties, each employee shall perform such related duties as may be assigned to him/her and which are compatible with his/her ability, training, acquired skills, and experience.

(c) The Board shall determine the compensation, duties, and qualifications of the staff of the Office of Accountability and Efficiency, including that of management.

(3) DELEGATION OF AUTHORITY

(a) All Board authority delegated to the staff of the Office of Accountability and Efficiency is delegated through the Senior Director, Office of Accountability and Efficiency so that all authority and accountability of this staff, as far as the Board is concerned, is considered to be the authority and accountability of the Senior Director, office.

(b) The Board shall direct the Senior Director, Office of Accountability and Efficiency to achieve certain results through the establishment of goals and standards. Through the establishment of executive-limitations policies, the Board shall limit the latitude the Senior Director, office may exercise in the practices, methods, conduct, and other means used to achieve the goals and standards.

(c) As long as the Senior Director, Office of Accountability and Efficiency uses any reasonable interpretation of the Board's goals and standards and executive-limitations policies, he/she is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities relative to the Office of Accountability and Efficiency.

(d) The Board reserves authority unto itself to change its goals and standards and executive-limitations policies, thereby shifting the boundary between the domains of the Board and of the Senior Director, Office of Accountability and Efficiency. By so doing, the Board changes the latitude of choice given to the Senior Director, Office of Accountability and Efficiency. So long as any particular delegation is in place, the Board and its members shall respect and support the choices of the Senior Director, Office of Accountability and Efficiency. This does not, however, prevent the Board from obtaining information in the delegated areas.

(e) Only decisions of the Board acting as a body are binding upon the Senior Director, Office of Accountability and Efficiency.

1. Decisions or instructions of individual board members, officers, or committees are not binding on the Senior Director, Office of Accountability and Efficiency, except in instances when the Board has specifically authorized such exercise of authority.
2. In the case of board members' or committees' requesting information or assistance without Board authorizations, the Senior Director, Office of Accountability and Efficiency can refuse such requests that require a material amount of staff time or funds or are disruptive.

(4) MONITORING ORGANIZATIONAL PERFORMANCE

(a) Monitoring executive performance is synonymous with monitoring organizational performance against Board goals and standards and on executive-limitations policies. Any formal or informal evaluation of the performance of the Senior Director, Office of Accountability and Efficiency or organization may be derived only from these monitoring data.

(b) The purpose of monitoring is simply to determine the degree to which Board policies are being fulfilled. Monitoring will be as automatic as possible, using a minimum of Board time, so that meetings can be used to create the future rather than to review the past.

(c) A given policy may be monitored in one or more of three ways:

1. **Internal Report:** Documentation of compliance information to the Board from the Senior Director, Office of Accountability and Efficiency;
2. **External Report:** Documentation of compliance information by a disinterested, external inspector, or judge who is to be selected by and who shall report directly to the Board. Such reports must assess performance against policies of the Board only, not against those of the external party, unless the Board has previously indicated that party's opinion is to be the standard.
3. **Direct Board Inspection:** Documentation of compliance information by a board member, a committee, or the Board as a whole. This is the Board's inspection of documents, activities, or circumstances directed by the Board which allows a test of policy compliance.

(d) At the choice of the Board, any policy can be monitored by any method at any time. For regular monitoring, however, each policy regarding goals and standards and executive limitations will be classified by the Board according to frequency and method. Monitoring of the organization's health, however, should be done continually by the Senior Director, Office of Accountability and Efficiency and, periodically, by the Board. Consequently, monitoring/evaluation is going on all the time, not just once or twice a year. There should be no surprises to the Board or to the Senior Director, Office of Accountability and Efficiency.

(5) GENERAL EXECUTIVE CONSTRAINT

(a) The Senior Director, Office of Accountability and Efficiency shall not cause or allow in the organization any practice, activity, decision, or circumstance which is imprudent, discriminatory, unethical, or in violation of federal, state, or local laws, regulations, or ordinances.

(b) The Senior Director, Office of Accountability and Efficiency shall not permit any deviation from the Board-adopted employee code of ethics and employee rules of conduct.

(6) STAFF TREATMENT

(a) Dealings with staff and volunteers will be humane, fair, and dignified.

(b) Accordingly, the Senior Director, Office of Accountability and Efficiency shall:

1. operate with personnel procedures that clarify personnel rules for exempt staff, provide for effective handling of grievances, and provide for at least annual feedback on performance;

2. uphold contractual agreements, or other Board policies, district regulations, or legal requirements pertaining to employee hours, wages, working conditions, and equal employment opportunities;
3. not prevent staff from grieving to the Board when:
 1. internal grievance procedures have been exhausted;
 2. the employee alleges either that a policy of the Board has been violated to his/her detriment or that a policy of the Board does not adequately protect his/her human right;
4. acquaint staff with their rights under this policy.

(7) COMMUNICATION AND COUNSEL TO THE BOARD

With respect to providing information and counsel to the Board, the Senior Director, Office of Accountability and Efficiency shall not permit the Board to be uninformed. Accordingly, the Senior Director, Office of Accountability and Efficiency shall:

- (a) submit monitoring data required by the Board in a timely, accurate, and understandable fashion using appropriate process-improvement tools and addressing provisions of the Board policies being monitored;
- (b) keep the Board abreast of relevant trends, anticipated adverse media coverage, significant external and internal changes, and community attitudes and staff reactions;
- (c) provide a mechanism for official communication with the Board, its officers, or its committees;
- (d) deal with the Board as a whole, except when:
 - a. fulfilling individual requests for information;
 - b. responding to officers or committees duly charged by the Board;
- (e) acquaint staff with their rights under this policy;
- (f) report in a timely manner an actual or anticipated noncompliance with any policy of the Board;
- (g) clearly identify information given to the Board as either information for decision making, or pertinent information or monitoring information.

(8) STAFF COMPETENCY

To operate, the Senior Director, Office of Accountability and Efficiency must have competent employees, appropriate documentation, and at least annual, evaluations which include clarity of expectations, feedback, and a plan for continual improvement.

History: Adopted 10-29-2015; Revised 11-18-21
Legal Ref: Wis. Stat. 63.18 – 63.53, 119.42

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