

GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 1.01 VISION AND MISSION

(1) VISION

(a) MPS will be among the highest student-growth systems in the country. All district staff will be committed to providing an educational environment that is child-centered, supports achievement, and respects diversity.

(b) Schools will be safe, welcoming, well-maintained, and accessible community centers meeting the needs of all. Relevant, rigorous, and successful instructional programs will be recognized and replicated. The district and its schools will collaborate with students, families, and the community for the benefit of all.

(2) MISSION

MPS is a diverse district that welcomes all students and prepares them for success in higher education, post-educational opportunities, work, and citizenship.

(3) CORE BELIEFS

(a) Students come first.

(b) Wherever students are learning is the most important place in the district.

(c) Educators and school staffs have high expectations for all students and provide the foundation for their academic success.

(d) Leadership, educator development, and child-driven, data-informed decision making are keys to student achievement.

(e) Involved families are integral to increasing student achievement.

(f) Student voice is encouraged and respected.

(g) Quality community partnerships add value.

(h) Increased operational and financial efficiencies are consistently pursued to support learning opportunities for our students.

(i) Central Services supports student achievement, efficient and effective operations, and student, family, and community engagement.

History: Adopted 2-3-93; Revised 3-30-94; Reaffirmed 4-20-95; Revised 4-25-96, 7-29-98, 3-28-2000, 7-26-07, 10-29-15

Previous Coding: Admin. Policy AA, AD, prior to May 1995

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GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 1.02 GOALS

MPS has identified three goals that are essential to the accomplishment of the MPS's Vision and Mission:

1. Academic Achievement
2. Student, Family, and Community Engagement
3. Effective and Efficient Operations

History: Adopted 2-3-93; Revised 3-30-94; Reaffirmed 4-20-95; Revised 4-25-96, 7-29-98, 3-28-2000, 7-26-07, 10-29-15

Previous Coding: Admin. Policy AB, AE, prior to May 1995

Legal Ref: W.S. 119.16(1)

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GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 2.01 GENERAL GOVERNANCE COMMITMENT

(1) GENERAL COMMITMENT

(a) On behalf of the people of the City of Milwaukee, the Board will govern MPS with a strategic perspective that continually improves its process and capability to express values and vision.

(b) Accordingly, the Board shall develop a Strategic Plan for a specified time period, to include a mission statement, goals, objectives, and accountability measures. The Board's Strategic Plan shall guide the process for implementing the District's overall improvement plan for the Twenty-first Century.

(c) In all matters of planning, governance, and accountability, the Board shall recognize its responsibility to the people of the City of Milwaukee and of the State of Wisconsin to use all funds for the greatest possible effect in fulfilling the Board's goals of student achievement and equity.

(2) ACCOUNTABILITY

(a) Monitoring of the District's Performance

In monitoring the performance of the District, the Board shall use the monthly financial reports, financial and performance audits of schools and audit standards, annual report card, district accountability plans, school educational plans, school-selection data, and school facilities standards.

(b) Annual Report

1. The Board will hold itself accountable to the people of Milwaukee for its governance of the District. In order to achieve this, the Board shall monitor the District's performance on a timely basis and provide an annual report to the people of Milwaukee.

2. In its annual report to the people of Milwaukee, the Board shall report on the District's goals, using measures and criteria related to these goals, such as reading, writing, and mathematics at each level; attendance; retention and graduation rates; grade-point average; number of advanced courses offered by high schools; closing of the racial and gender gaps; fiscal data; and outcomes for students exiting MPS.

(c) Reporting Schedules

1. The annual report to the people of Milwaukee shall be issued no later than September 30 of each year.

2. Financial reports, shall be presented monthly through the Committee on Accountability, Finance and Personnel. School audits shall be issued monthly, from October through June.

3. School accountability plans shall be issued in August and September of each year.

4. School-selection data shall be issued in March and April of each year.

5. School facilities standards shall be issued in May and June of each year.

History:	Adopted 4-25-96; Revised 6-26-96, 11-25-96, 10-29-15		
Legal Ref.:	W.S. 119.16(1), 119.18; 119.44		
Cross Ref.	Bd. Gov. Policy	1.01	Vision and Mission
		1.02	Goals
		2.13	Board Audits: Annual Plan and Coordination
	Admin. Policy	1.01	Vision, Mission, Core Beliefs, and Goals
		2.11	School District Annual Report
		2.16	District Accountability System
		3.07	Fiscal Audits
Monitoring:	Annual Report		

Frequency: Before September 30th of each year



GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 2.02 GOVERNING STYLE

(1) The Board shall govern with a style that emphasizes outward vision rather than an internal preoccupation; encouragement of diversity in viewpoints; strategic leadership more than administrative detail; clear distinction between the roles of the Board and the Superintendent, collective, rather than individual, decisions; the future rather than the past or the present; and being proactive rather than being reactive.

(2) More specifically, the Board shall:

- (a) operate in all ways mindful of its trustee obligation to the people of the City of Milwaukee. It will not allow any officer, individual, or committee of the Board to hinder or to be an excuse for not fulfilling this commitment;
- (b) enforce upon itself whatever discipline is needed to govern MPS with excellence. Discipline will apply to matters such as attendance, policy-making principles, respect of roles, speaking with one voice, and ensuring the continual improvement of Board processes and capabilities. Continual improvement will include orientation of new members in the Board's governance process and periodic Board discussion of process improvement;
- (c) direct, control, and inspire the organization with thoughtful establishment of the broadest organizational policies reflecting the Board's values and perspectives. The Board's major focus will be on the intended long-term impacts outside the operating organization, not on the administrative means of attaining those effects;
- (d) cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be an initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual board members to enhance the knowledge and ability of the Board as a body, rather than to substitute their individual judgments for the Board's values;
- (e) routinely monitor and discuss the Board's process and performance. Board self-monitoring involves the Board's assessing its performance, action, and activities relative to Board Governance Policies, Board Rules, and Board procedures;
- (f) conduct Board meetings within the following guidelines:
 1. The agenda will be set ahead of time by the Board;
 2. Board resolutions will be submitted by noon of the Wednesday of the week prior to a meeting;
 3. Materials will be sent to the Board ahead of time to enable board members to prepare for meetings.;
 4. Meetings shall be conducted in accordance with the latest revised edition of *Robert's Rules of Order*, unless in conflict with state statutes or Board Rules;
 5. Debate will be limited to ensure effective use of time:
 - a. A timekeeper will be designated;
 - b. The following shall guide debate among board members:
 - 1) Each board member will be given the opportunity to speak once on an item before other board members are permitted to speak a second time; and
 - 2) Clearly stated time limits on speaking will be implemented;
 - c. The following shall guide debate among the public:

- 1) General public testimony will be limited to two minutes per speaker, with an additional 30 seconds to wrap up;
 - 2) No one shall speak a second time on the same issue;
 - 3) Speakers shall be required to sign up before addressing the Board on an issue; and
 - 4) Speakers will be asked to indicate if they are speaking pro or con on the issue or presenting information without taking a position.
- (g) adhere to the “division of labor” principles implicit in the organization of public education that assigns legislative, policy-making, and judicial functions to the Board and delegates administrative responsibilities and the detailed, technical duties of management to its executive officers.

History: Adopted 4-25-96; Revised 10-29-15
 Legal Ref.: 19.81 et seq., 119.04, 119.10 119.16, 119.18
 Cross Ref. Bd. Gov. Policy 2.03 Board Powers and Duties
 2.04 Board Member Authority
 2.06 Board Meetings: Public Participation
 2.07 Board Meetings: Agenda Preparation and Dissemination
 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
 3.07 Role of the Management of the Office of Accountability and Efficiency
 Admin. Policy 1.03 Parent Empowerment
 2.13 Relations with Other Schools and School Districts
 9.01 Public Information Program
 9.02 Public’s Right to Know
 9.04 Community Involvement in Decision Making
 Monitoring: Internal report by Board as a part of its annual self-assessment.
 Frequency: Annually in July.



**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 administrative 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.

18 History:	Adopted 3-6-57; Codified 1976; Revised 1994, 1996; Reaffirmed 4-20-95, 4-25-96, 10-29-15; 12-20-		
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.	1.01	Vision and Mission
	Policy	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	Internal report by Board as part of its annual self-assessment		
Frequency	Annually, in July		

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GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 2.04

BOARD M E M B E R S ' AUTHORITY AND DUTIES

(1) While discharging their responsibilities through official action of the Board as a whole, board members are considered state officers with school-district jurisdiction over the execution of the state's school laws.

(2) Although the Board is a quasi-corporation composed of its members, those members, individually or collectively, may exercise their authority over the affairs of the school system only by vote at a legally convened meeting of the Board. This is in accordance with numerous court decisions that have stated that, even though school boards are continuing bodies, they exist only when in formal session.

(3) An individual board member has no legal right or power to act for the Board on his/her own, except when performing duties previously, expressly, and specifically authorized by the Board.

(4) Board members should respect the Board's commitment to work through its chief executive officers by requesting desired information about the schools directly from such officers; by referring suggestions for new district policies to such officers for their professional advice; by refusing to entertain any complaint until after its executive officers have had an opportunity to fully investigate and respond; by refraining from making recommendations with respect to appointment and promotions of employees; and by wholeheartedly supporting Board-approved actions of the executive officers.

(5) Individual board members are free to express their personal opinions to other legislative bodies, but in doing so should clearly delineate when they speak for themselves and when they represent the Board.

(6) Board members are free to contact any MPS employee for information that will help in carrying out the board member's responsibilities. Additionally, any employee may contact a board member to offer information that the employee reasonably believes would aid the board member in his/her responsibilities. In all such contact, the board member shall be cognizant of the need to refrain from interfering with an employee's job responsibilities or the chain of command. This policy, however, shall not be taken as permission for employees to harass board members.

(7) No MPS employee shall suffer adverse employment consequences, retaliation, or harassment for contacting a board member to offer information that the employee reasonably believes would assist the Board in carrying out its responsibilities.

History: Adopted 3-6-57; Updated 1994; Revised 4-20-95, 6-26-96, 9-29-99, 12-16-10, 10-29-15

Legal Ref.: W.S. 19.45; 119.04, 119.16, 119.18,

Cross Ref. Bd. Gov. Policy 2.03 Board Powers and Duties
3.01 Code of Ethics — Board of School Directors

Monitoring: Internal report by Board as a part of its annual self-assessment.

Frequency: Annually in July.

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GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 2.05 BOARD PLANNING CYCLE

(1) To accomplish its work in a governance style consistent with Board policies, the Board shall develop and follow an annual plan that includes an exploration of the school district's mission, goals, and standards and that continually improves the Board's performance using process-improvement tools, with special attention to input and deliberation.

(2) A Board calendar with all work displayed on a timetable will be developed annually.

(a) The cycle will conclude each year on the last day of the Board year in order for administrative budgeting to be based on accomplishing a one- to five-year segment of the Board's most recent long-range vision. In the first one or two months of the new cycle, the Board will develop its agenda for the ensuing one-year period.

(b) The strategic planning and budget calendar, with specific dates, shall be adopted biennially by the Board.

History: Revised 6-18-97, 10-29-15
Cross Ref. Bd. Gov. Policy 4.05 Budget Forecasting

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GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 2.06 BOARD MEETINGS

(1) PUBLIC PARTICIPATION

(a) All regular and special meetings of the Board and its committees shall be open to the public, except as provided in Wisconsin Statutes 19.85.

(b) The quality of the public schools depends, in part, on people, the Board, and the staff working together in a constructive manner to tailor educational programs to the needs of the community. This is why the Board welcomes public participation in school affairs and encourages people to express their views on matters concerning their school system.

(c) Because the Board desires to hear the viewpoints of people — but also needs to conduct its business in an orderly and efficient manner — individuals, citizen groups, and other organizations wishing a hearing on any school matter must forward their requests to the Board by letter, e-mail, or petition. These communications should be sent to the Milwaukee Board of School Directors, P.O. Box 2181, Milwaukee, Wisconsin, 53201-2181, and marked for the attention of the Board Clerk.

(d) In most cases, any communication received at least 48 hours prior to a regular monthly meeting of the Board will then be presented at that regular monthly Board meeting, and the Board president shall immediately refer it to the appropriate committees and/or the Administration for study and recommendations. Any communication received less than 48 hours prior to a regular monthly meeting of the Board shall be held for referral until the following month's regular Board meeting. Persons or organizations who have submitted communications to the Board shall be notified by letter from the Board Clerk/Chief Officer, Office of Board Governance, as to when their communications will be discussed so that they may be present to participate in the discussions.

(e) Additionally, when the Board receives communications, petitions, or resolutions which would affect particular schools, the Superintendent or his/her designee shall notify the appropriate principals and provide them with copies of the documents. It will then be the responsibility of the principal to notify interested parent organizations and advisory groups.

(2) AGENDA PREPARATION AND DISSEMINATION

(a) The Board Clerk/Chief Officer Office of Board Governance, shall prepare all agendas for meetings of the Board and its committees. In doing so, the Board's President, the Superintendent, the Senior Director, Office of Accountability and Efficiency, and appropriate members of the administrative staff shall be consulted as necessary.

(b) Items of business may be suggested by any board member, staff member, or citizen of the District. The inclusion of such items shall be at the discretion of the Board Clerk/Chief Officer, Office of Board Governance.

(c) The Board shall follow the order of business set up by the agenda unless it is altered by a majority vote of the members present. Items of business not on the agenda may be discussed and acted upon if a majority of the Board, or the committee, agrees to consider them, provided that such items are properly noticed under the open meetings law. The Board, however, may not revise policies, or adopt new ones, unless such action has been scheduled.

(d) Committee agendas shall always allow time for the remarks of the public who wish to speak before the committee.

(e) The agenda, together with supporting materials, shall be distributed to board members sufficiently prior to the Board or committee meeting, if at all possible, to permit them to give items of

business careful consideration. The agenda shall also be made available to the press, to the public, to employees, and to others upon request.

(3) BROADCASTING AND RECORDING

(a) The MPS radio station, WYMS, shall broadcast all regular and special meetings of the Board. Meetings of the Board’s committees will be live-streamed on the District’s website.

(b) Regular meetings of the board are aired live on Spectrum, channel 13, and on AT&T U-verse, channel 99. Special meetings of the Board may be aired upon request of the Board President.

(c) Broadcasts of meetings may be interrupted.

(d) Whenever possible, audio recordings of the meetings of the Board and its committees shall be posted on the District’s website as soon as is feasible after the meetings.

(4) REPORTING BOARD BUSINESS

(a) As part of its ongoing effort to keep staff and the public fully informed concerning its affairs and actions, the Board instructs the Superintendent, the Board Clerk/Chief Officer, Office of Board Governance, and the Senior Director, Office of Accountability and Efficiency to institute and to maintain effective and appropriate procedures for the prompt dissemination of information about decisions made at all Board meetings.

(b) Releases to the press, brief summaries of actions taken at Board meetings posted to the District’s website, and the published Board proceedings are regarded as appropriate means of information for meeting the requirements of this policy.

History: Codified 1976; Reaffirmed 4-20-95, 4-25-96; Revised 10-29-15
Previous Coding: BG 2.07, prior to September, 2014; BG 2.08, prior to September, 2014; BG 2.09, prior to September, 2014; BG 2.10, prior to 6-26-96
Legal Ref.: W.S. 19.85



GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 2.10 BOARD ADVISORY COMMITTEES

(1) OVERVIEW

(a) The Board recognizes the value of broad community involvement within the operations of MPS.

(b) The term "advisory" within this policy statement shall mean participation through taking part in studies, giving advice, and making recommendations on important issues affecting the schools that are identified by the Board and/or Administration or by people living in the community as governed by the involvement structures encouraged within this Board Governance Policy.

(c) The primary role of persons serving in an advisory capacity is to assist the Board in defining educational issues and their alternative solutions more accurately so that necessary policies or procedures may be initiated. Community members acting in this role do not assume the role of administrators employed by the Board. Similarly, community members do not assume the official responsibilities of board members, who are elected and legally responsible for making final educational policy decisions. Rather, an advisory committee functions as a guiding and recommending body that helps the Board perform its legal role as policymaker more effectively.

(2) RESIDENCY OF PEOPLE SERVING AS COMMITTEE OR TASK FORCE MEMBERS

The residency conditions of people serving as committee or task force members shall be as follows:

- (a) A majority of the members of each advisory committee or task force shall legally reside within the City of Milwaukee.
- (b) The Board Clerk/Chief Officer, Office of Board Governance, shall be responsible for authentication of residency of each individual.
- (c) Exceptions to (2)(a) and (b) above may be made only by a majority vote of the full Board of School Directors.
- (d) A list of the members of committees and task forces is to be brought back to the Board as an informational report.

(3) ESTABLISHMENT OF A COMMITTEE

(a) For issues that transcend individual schools or are district-wide in scope and require extensive study prior to the determination of the need for new educational policies, an advisory committee may be originated by the Board.

(b) For issues that transcend individual schools or are district-wide in scope, an advisory committee may be created by Board resolution. The resolution shall authorize or direct an executive officer of the Board to form an advisory committee. Formation of such an advisory committee will be created in accordance with this policy.

- (c) Establishment of the committee shall indicate:
1. the executive officer/s that shall select a designee to act as liaison and whether the liaison may vote and/or hold office on the committee; and
 2. The executive officer that is responsible for providing staff assistance to the committee.

(4) MEMBERSHIP

(a) Advisory committee membership shall be broadly representative of the community and its different viewpoints, and members shall be selected in light of the task to be accomplished.

(b) Where it is determined that certain employee groups will be represented, designated bargaining groups shall be contacted to select their own membership.

(c) Acceptance of membership on an advisory committee will be taken as an indication that the member intends to participate regularly with the committee.

(d) A letter of invitation shall be prepared by the appropriate executive officer/s, with subsequent approval of the President of the Board, and transmitted to each member of the committee. This letter shall instruct the membership as to:

1. the specific purpose for which the committee is being created;
2. the specific length of time each member is being asked to serve;
3. the nature of the committee, with respect to the number of members on the committee; whether membership will be fixed or can be expanded; whether alternate members will be accepted; and whether the committee has the authority for creating special task forces or other sub-groups;
4. the designation of the committee chair or whether the committee may select/elect its own chair;
5. the committee's relationships with the Board as a whole and with the professional staff;
6. the time and place of the first committee meeting;
7. the dates on which the Board wishes reports to be submitted;
8. the date on which the Board may wish the committee to complete its task, subject to an appeal by the committee for the modification of the original report submittal date;
9. the recipient(s) of the committee's reports;
10. the resources that the Board intends to provide to help the committee complete its job (clerical, mailing, duplicating, staff time, out-of-city travel expenses, consultants, etc.); and
11. the Board Governance Policies governing advisory committees, to help clarify relationships from the beginning.

(e) All members of the committee, as approved by the president of the Board, shall be voting members, unless stated otherwise in the establishment of the committee.

(f) Board members will be encouraged to participate on any and all advisory committees as non-voting and non-office-holding members.

(4) LIAISONS

(a) Pursuant to the establishment of the committee, the appropriate executive officer/s shall serve, or designate at least one member of the staff to serve, in a resource or liaison capacity with the committee. Such liaison shall meet or communicate with the committee or committee representatives as necessary to remain informed of the committee's activities, provide for and coordinate the use of district information and resources, and advise in the preparation and transmission of reports.

(b) The Superintendent shall serve as an advisory committee member on every Board committee, except when the Superintendent's conduct is under investigation by that committee.

(c) The liaison of the executive officer/s shall make every reasonable effort to respond to committee requests within the guidelines established by the Board and the charge of the committee. Contact with district staff should be made by the committee chair or designated member acting with the approval of the full committee through the liaison. District staff members that are appointed to an advisory committee shall serve as resource or technical assistance personnel as non-voting, non-office holding members, unless otherwise stated in the establishment of the committee.

(5) STAFF TIME, EXPENDITURES, AND REIMBURSEMENTS

(a) Where committee requests result in allocations of time that make it unreasonable for staff members to carry on their regularly assigned duties, the appropriate executive officer/s may make recommendations to the Board for alleviation of the problem.

(b) Fiscal resources in support of community members' involvement will be allocated to a separate budget account and disbursed in accordance with the direction of the Board within this policy statement.

(c) Expenditures will be made subject to the approval of the appropriate executive officer/s and in accordance with district policies and procedures.

(d) Fiscal support of advisory committees will not include payment for voluntary service insofar as time served; however, reimbursement for actual and necessary expenses may be possible where a budgetary allocation specifically for such purposes is authorized by the Board. In such cases, approval to expend such funds must be obtained prior to incurring any expenses.

1. Where a federally or state-funded program permits direct financial support for community involvement, funds will be used in accordance with the laws, regulations, and guidelines pertaining to the program.
2. Where a grant-funded program permits direct financial support for community involvement, funds will be used in accordance with the stipulations set forth in the grant and in accordance with district policy.
3. In all other cases, reimbursement will be made pursuant district policies and procedures.

(6) PUBLIC ANNOUNCEMENTS AND NOTICES

(a) All public announcements concerning the organization, membership, operation, recommendations, and dissolution of such committees shall be made at such a time and in such manner as the Board may choose.

(b) All meetings of Board-originated advisory groups must be accessible by the public and an appropriate notice must be served. The Office of Board Governance will assist advisory groups in serving the required notice.

(b) Where a quorum of the Board or its standing committees may exist at a meeting of any advisory committee, notice shall be served in conformance with Board Rule 2.03.

(7) TERMINATION AND DISSOLUTION

(a) An advisory committee, upon completion of its specific assignment and action upon the report by the Board, shall be considered dissolved, and an appropriate letter recognizing the contributions made shall be transmitted to all members of the committee. The Board shall have the sole power to dissolve any of its advisory committees and shall reserve the right to exercise this power at any time during the life of any committee. No committee shall be charged with the implementation, if any, of its report. Any action stemming from any report shall rest with the Board and the appropriate executive officer/s.

(b) The progress of all Board-originated advisory committees with indeterminate termination dates shall be reviewed by the Board on an annual basis. Such committees shall be subject to termination as of July 1 each year and reorganization by the Board president.

(c) All other special Board-appointed committees, councils, task forces, and commissions shall dissolve on June 30 each year.

(d) After June 30 of each year, the full Board shall review the need for these committees, task forces, councils, and commissions; if it is found that they are still needed, the President of the Board shall appoint members anew as is done with committees of the Board.

History: Adopted 2-6-76; Revised 1982, 1984, 1994; Reaffirmed 4-20-95, 4-25-96; Revised 1-28-98, 10-29-15, 08-25-16
Previous Coding: BG 2.11, prior to 6-26-96
Legal Ref.: W.S. 119.32(4)
Cross Ref. Board Rule 2.03 Meeting Notices
MPS Employee Handbook
MPS Travel Policies and Procedures Manual

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GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 2.11 DISTRICT POLICIES: DEVELOPMENT, ADOPTION, AND EVALUATION

(1) DEVELOPMENT AND ADOPTION

(a) While reserving onto itself the responsibility and authority to determine policies for the Milwaukee Public Schools, the Board is earnest in its desire to seek out the judgment and counsel of students, employees, and community members in the development of policies before final adoption.

(b) Accordingly, proposals for new district policies or changes in existing district policies may be submitted by any party, including, but not limited to, board members, students, student organizations, individual community members, community-based organizations, employees, or employee organizations. All such proposals shall be in writing, presented at a regular Board meeting, and referred by the Board president to the appropriate committee(s) for study and recommendation.

(c) It is at the committee stage that the Superintendent; the Board Clerk/Chief Officer, Office of Board Governance; and/or the Senior Director, Office of Accountability and Efficiency shall submit their recommendations on the proposed policy. After considering the proposed policy, the committee shall submit its recommendations to the Board for approval.

(d) The Board reserves onto itself the authority to review and approve operating procedures initiated by the Administration to effectuate Board policy.

(2) AMENDMENT AND REPEAL

The amendment and repeal of district policies shall be done in the same manner as is described above for the adoption of district policies.

(3) VOTE

A recorded affirmative vote of the majority of the Board's membership shall be necessary for the adoption, amendment, or repeal of district policies, unless specifically provided for elsewhere.

(4) EVALUATION AND MONITORING

(a) Newly created policies and procedures shall include a monitoring and evaluation function that enables the Board to assess compliance with, or effectiveness of, the policy or procedure. Similarly, any policy or procedure that does not currently have a monitoring and evaluation function shall be revised to include one during its next revision.

(b) Each fifth year, the Board and its designee shall revisit all of its policies, rules, and procedures to determine their coherence and appropriateness to the present mission of the District.

(c) Board Rules and Board Governance Policies shall be evaluated and monitored by the Office of Board Governance.

(d) Administrative policies and procedures shall be evaluated and monitored by the Administration. When appropriate, the Office of Accountability and Efficiency may monitor and/or evaluate the effectiveness of Administrative policies, independent of, or in cooperation with, the Administration, and may report any concerns or recommendations thereto to the Board.

History: Codified 1976, 1980; Revised 1994, 4-20-95, 4-25-96, 10-29-15, 2-23-17

Previous Coding: BG 2.12, prior to 6-26-96

Legal Ref.: W.S. 119.16(1m); 119.18(1g), (1r)

Cross Ref. Board Rule 1.02 Regular Board Meetings

1.10 Communications, Petitions, Resolutions, New Business

1.11 Amendments to the Rules

	1.14	Voting Methods
	1.17	President's Duties and Powers: Ex Officio Membership
Bd. Gov. Policy	2.08	Committee on Legislation, Rules and Policies – Powers and Duties
	2.03	Board Power and Duties
	3.01	Board-Appointed Officials
Admin. Policy	2.06	Development of Administrative Procedures
	9.04	Community Involvement in Decision Making



GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 2.12

BOARD AUDITS: ANNUAL PLAN AND COORDINATION

(1) ADOPTION OF ANNUAL AUDIT PLAN

The Board shall adopt an audit plan each year. Audits not ordered in the audit plan, but later determined to have major implications to the District, will require a majority vote of board members present to amend the annual plan of audits. The Board Clerk/Chief Officer, Office of Board Governance, shall have the authority to approve critical and emergency audits during the year.

(2) EXTERNAL CONTRACTOR/AGENCY AUDITS OF THE DISTRICT

The Office of Board Governance shall be responsible for coordinating and monitoring all Board-requested audits and program evaluations performed by external contractors and agencies. Contracted audit and program-evaluation services shall be awarded in accordance with MPS's usual contracting policies and procedures and, if required by policy, shall be recommended for approval to the Board by the audit committee.

(3) INDEPENDENCE AND AUTHORITY

(a) In performing its work, the Office of Board Governance-Audit Services will have no direct responsibility or authority for any of the activities or operations that it reviews.

(b) In carrying out audit duties and responsibilities, the Office of Board Governance-Audit Services staff shall have full, free, and unrestricted access to all organizational activities, records, property, and personnel relevant to the performance of an audit, review, or investigation.

(c) Staff members who fail to cooperate with Audit Services staff during a formal audit may face discipline, pursuant to the MPS Employee Handbook.

History: Adopted 3-29-95; Reaffirmed 4-25-96; Revised 12-16-10, 10-29-15

Previous Coding: BG 2.13, prior to 6-26-96

Legal Ref.: W.S. 119.04(1), 119.16(4)

Cross Ref. Board Rule 1.14 Voting Methods
Bd. Gov. Policy 2.05 Annual Board Planning Cycle
2.06 Committee on Accountability, Finance, and Personnel – Powers and Duties

MPS Employee Handbook

Monitoring: Internal report prepared by the Board Clerk/Director, Office of Board Governance, summarizing all audit activities approved as part of the annual audit plan.

Frequency: Annually in June/July.

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GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 2.13 BOARD LEGISLATIVE PROGRAM

(1) The Board, as an agent of the State of Wisconsin, must operate within the bounds of state and federal law that affect public education. If the Board is to meet its responsibilities to the people and students of the community, it must work vigorously for the passage of new laws designed to advance the cause of good schools and for the repeal or modification of existing laws that impede this cause.

(2) Although a major portion of lobbying efforts will be directed at the state legislature, attention will also be devoted to federal, county, and city activities, including all activities of related agencies and institutions in the greater Milwaukee area.

(3) The Office of Board Governance shall be responsible for coordinating and monitoring all Board-requested lobbying efforts and will report on those efforts as directed by the Board.

History: Adopted 9-26-84; Revised 1994; Reaffirmed 4-20-95, 4-25-96; Revised 10-29-15

Previous Coding: BG 2.14, prior to 6-26-96

Legal Ref: W.S. 119.04(2), 119.16, 119.18

Cross Ref. Board Rule 2.08 Committee on Legislation, Rules, and Policies — Powers and Duties

Bd. Gov. Policy 3.05 Role of the Director of the Office of Board Governance/Board Clerk

Monitoring: Internal report prepared by the Board Clerk/Director, Office of Board Governance, documenting implementation of the Board's legislative program.

Frequency Annually in May

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GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 2.14 LABOR RELATIONS

(1) LEGAL STATUS

(a) "Collective bargaining" is defined as the performance of the mutual obligation of the employer and its employees in a collective bargaining unit to meet and confer at reasonable times, in good faith, with the intention of reaching an agreement or to resolve questions arising under such an agreement.

(b) The Board shall meet and confer with any recognized bargaining unit with respect to wages. Any agreement reached shall be put in writing and presented to the Board for approval.

(c) The Board may meet and confer with any recognized bargaining unit or other employee group with respect to other working conditions; however, the Board is not required to meet and confer on subjects reserved to management, except as those subjects affect the employees' base wages. Nor does the law require the Board to accede to any demand made by a bargaining unit or employee group, as only the Board has been granted by statute the final authority to establish policies for the school system.

(2) BOARD AGENTS

(a) The Board is ultimately responsible for meeting the obligations of this policy; however, the Superintendent shall have supervisory authority over the labor negotiations staff.

(b) The Board reserves the right to employ persons outside of the District as needed to assist in labor-relations activities.

(3) RECOGNIZED BARGAINING UNITS

(a) In accordance with Wisconsin Statutes, the Wisconsin Employment Relations Commission certifies bargaining units as the exclusive representatives of the various classifications of personnel. The Board recognizes the following as certified bargaining units:

- Milwaukee Teachers Education Association (MTEA)
- Psychologists Association of the Milwaukee Public Schools (PAMPS)
- Milwaukee Building & Construction Trades Council

(b) The superintendent or his/her designee shall also maintain an up-to-date list of those positions not included in any recognized bargaining unit.

(4) DISCLOSURE OF TERMS

The Administration shall provide full disclosure of the terms, as well as the fiscal and policy implications, of the District's wage agreements with all collective bargaining units to the Board before said agreements come before the Board for approval.

History: Revised 3-29-95; Reaffirmed 4-25-96; Revised 4-24-97, 10-29-15

Previous Coding: BG 2.15, prior to 6-26-96
Legal Ref.: W.S. 19.86; 111.70; 111.83-111.91; 118.223; 118.245; 119.04(1); 120.12(4m);
Contract Ref.: MPS Employee Handbook

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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

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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GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 3.01 BOARD - APPOINTED OFFICIALS

(1) OVERVIEW

(a) MPS functions within an administrative configuration mandated by Board policy, which provides for three executive offices:

1. The Superintendent of Schools shall serve as the executive officer in charge of the Administration and shall be appointed by the Board in the manner provided by law.
2. The Board Clerk/ Chief Officer, Office of Board Governance, shall serve as executive officer in charge of the Board's staff and shall be appointed by the Board in the manner provided by law.
3. The Senior Director, Office of Accountability and Efficiency shall be appointed by the Board.

(2) DUTIES OF THE SUPERINTENDENT OF SCHOOLS

The Superintendent of Schools:

- (a) is the executive officer of the Board insofar as its conduct of the educational and recreational programs of the schools and the District's business functions. He/she is directly responsible to the Board for executing the official policies, rules, and regulations relative thereto;
- (b) is the advisor to the Board on all matters of educational policy and procedure. He/she serves as an advisory member of every committee of the Board. He/she recommends policies and provides data that will enable the Board to formulate policies. He/she reports to the Board relative to the execution of its policies and the general administration of the schools;
- (c) shall attend, insofar as possible, all meetings of the Board and its committees and shall participate, without vote, in its deliberations, except when matters relating to his/her own employment are considered;
- (d) is the medium of contact between the Board and the educational and business staff;
- (e) shall have the sole right of nomination for employment and promotion of education and business department personnel, subject to the authority of the Board to accept or reject any nomination. In the case of rejection, the Board may request another nomination;
- (f) shall supervise the work of those who are responsible for the administrative, supervisory, and teaching activities of individual schools and educational/business departments. He/she coordinates the work of all schools and departments;
- (g) shall perform such other duties as may be assigned to him/her by the law, or by the Board, and issues such additional or supplemental rulings and directives for the management of the schools as he/she may deem proper;
- (h) shall have general care and custody of all Board property.

(3) DUTIES OF THE BOARD CLERK/CHIEF OFFICER, OFFICE OF BOARD GOVERNANCE

The Board Clerk/Director, Office of Board Governance:

- (a) is responsible, under the direction of the Board, for all Board governance functions involving day-to-day operations of the Board's office and educational, financial, and operational audits;

- (b) is the clerk to the Board. He/she furnishes copies of verbatim records of Board and committee meetings to each board member and to the Superintendent and also keeps the official file of these records;
- (c) shall have general care and custody of all Board records;
- (d) shall issue directives and rulings for the management and conduct of his/her responsibilities compatible with policies adopted by the Board;
- (e) shall serve as the special education ombudsperson;
- (f) shall manage the governmental relations and lobbying services;
- (g) shall oversee the Board’s information services, including processing public records requests, requests for information, and citizen concerns;
- (h) shall oversee the Board’s audit function; and
- (i) shall perform such other duties as are fixed by law or assigned to him/her by the Board.

(4) DUTIES OF THE SENIOR DIRECTOR, OFFICE OF ACCOUNTABILITY AND EFFICIENCY

The Senior Director Office of Accountability and Efficiency:

- (a) is responsible for enhancing transparency, oversight, efficiency, and accountability of the financial operations of MPS;
- (b) shall evaluate the fiscal performance of MPS;
- (c) shall recommend solutions in furtherance of the fiscal stewardship of MPS;
- (d) shall ensure compliance with contracts;
- (e) shall facilitate the District’s process improvement; and
- (f) shall perform such other duties as are fixed by law or assigned to him/her by the Board.

History: Adopted 3/6/57; Revised 1984, 1993, 1994, 4-20-95; Reaffirmed 4-25-96; Revised 10-29-15
 Legal Ref: W.S. 119.32
 Cross Ref: Admin. Policy 2.01 Superintendent
 Monitoring: Internal reports as part of the annual performance evaluation conducted by the Board for the Superintendent, and the Chief Officer, Director of the Office of Board Governance and the Senior Director, Office of Accountability and Efficiency
 Frequency: Annually in June/July



**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		
Previous Coding:	Board Governance Policy 3.03, Superintendent: Delegation of Authority		
Legal Ref.:	Board Governance Policy 3.04, Superintendent: Monitoring Organizational Performance		
	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/DIRECTOR, 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/Director, Office of Board Governance, shall have general care and custody of all Board records.

(2) BOARD STAFF

(a) The Board Clerk/Director, 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/Director, 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/Director, 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/Director, 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 of the 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
 - 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)
- 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, 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 MANAGEMENT OF THE 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 of the Accountability and Efficiency.

(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 of Accountability and Efficiency 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
Legal Ref: Wis. Stat. 63.18 – 63.53, 119.42

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GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 4.05 BUDGETING / FORECASTING

(1) BUDGETING

Budgeting for any fiscal year, or the remaining part of any fiscal year, shall not deviate materially from the Board's goals, standards, and priorities; risk fiscal jeopardy; or fail to show a generally acceptable level of foresight. Accordingly, the Superintendent shall prepare an annual operating budget that:

- (a) is consistent with federal and state laws, Department of Public Instruction regulations, and Board Rules, Governance Policies, and goals;
- (b) differentiates funding for each statutory fund (School Operations, Construction, and Extension) and categorical programs;
- (c) identifies school, programmatic, and departmental funding and staffing levels;
- (d) identifies annual Board priorities and measurement of program effectiveness on an annual and cumulative-year basis;
- (e) complies with the Board-adopted biennial budget calendar;
- (f) provides for fiscal control and management accountability;
- (g) provides sufficient information to permit accurate projection of revenues and expenses;
- (h) separates capital and operational items;
- (i) discloses planning assumptions;
- (j) complies with the Board-authorized tax levy;
- (k) provides full funding for the Board's prerogatives, such as costs for fiscal audit, Board governance and development, Board and committee meetings, and Board legal fees;
- (l) protects and maintains reserve funds;
- (m) plans and reports expenditures within conservative revenue projections; and
- (n) complies with provisions of the administrative policies governing the operating reserve and the unreserved fund balance.

(2) OPERATING RESERVE POLICY

The level of the operating reserve shall be set at 0.35% of the School Operations Fund and shall be approved by the Board with the adoption of the annual budget.

(3) UNASSIGNED FUND BALANCE POLICY

Use of the unassigned fund balance shall require an affirmative vote of two-thirds of the Board's membership and shall not impair interim financing (cash-flow borrowing) arrangements.

History:	Adopted 10/18/95; revised 4-25-96, 10-29-15, 7-27-17		
Legal Ref.:	W.S. 62.12,, 65.07, 115.01(1), (3),, 119.04, 119.16(8), (9), 119.18(10), 119.46, 119.47, 119.48, 120.14; 121.01-121.23		
Cross Ref.:	Board Rule	1.14	Voting Methods
	Admin. Policy	3.01	Annual Operating Budget
		3.02	Budget Control
		3.03	Operating Reserve
		3.05	Fund Carryover
Monitoring:	Superintendent's budget message to the Board including statements verifying that all fiscal components are incorporated in the budget.		
Frequency:	Annually in February.		
Monitoring:	Audit report and management letter prepared by an external auditor to verify the fiscal condition and integrity of District operations.		
Frequency:	Annually, no later than December.		

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MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 4.06 FINANCIAL CONDITION

With respect to the actual, on-going condition of the organization's financial health, the Superintendent shall not cause or allow the development of fiscal jeopardy or a material deviation from the Board-approved budget by deviating from the District's policies and procedures. Accordingly, the Superintendent shall not:

- (1) cause the organization to incur debt;
- (2) expend more funds than have been appropriated for the fiscal year;
- (3) initiate cash-flow borrowing requests greater than can be repaid by certain, unencumbered revenues within 60 calendar days;
- (4) expend long-term reserve funds;
- (5) conduct inter-fund shifting of statutory and categorical funds;
- (6) expend funds from restricted or designated accounts, except for the purposes for which the accounts were established;
- (7) allow funding to drop below the amount needed to settle payroll and other liabilities in a timely manner;
- (8) obligate the Board to incur costs beyond the current fiscal year;
- (9) allow revenue receipts or other government-ordered payments or filings to be overdue or inaccurately filed;
- (10) fail to maintain adequate operating fund balance reserves;
- (11) accept gifts or gratuities that obligate the District to make future expenditures;
- (12) accept grant funding that obligates the District to make future expenditures without the Board's prior approval;
- (13) knowingly jeopardize aid from state, federal, or other funding sources;
- (14) make any purchase or commit the organization to any expenditure that deviates from the approved budget without the Board's prior approval; or
- (15) fail to provide the appropriate committee and the Board with expenditure and revenue reports and projections concerning the status of the budget on at least a quarterly basis.

History: Adopted 4-25-96; Revised 6-18-97, 10-29-15
Legal Ref.: W.S., 119.12(4), 119.32(6), 119.44, 119.50, 119.68, 120.13, 120.14, 120.18, 121.02
Cross Ref.: Bd. Gov. Policy 3.02 Role of the Superintendent
Admin. Policy 2.11 School District Annual Report
3.02 Budget Control
3.06 Fiscal Accounting and Reporting
3.07 Fiscal Audits
8.05 School Census

Monitoring: Audit report and management letter prepared by an external auditor concerning fiscal condition of the District.
Frequency: Annually, no later than December.

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BG 4.07

ASSET PROTECTION

The Superintendent shall ensure that assets are protected, adequately maintained, and not unnecessarily risked. Accordingly, the Superintendent shall:

- (1) restrict non-bonded personnel access to material amounts of funds:
 - (a) The Superintendent and the director of the Department of Finance shall give surety bonds in the amounts as required by the Board. Premiums on the bonds shall be paid by the Board. The bonds shall be filed with the Office of the City Clerk;
 - (b) At any time, the Board may also require additional bonds and sureties of any officer or employee;
- (2) take reasonable steps to protect facilities and equipment from improper wear and tear or insufficient maintenance;
- (3) protect the District, Board, and staff from lawsuits or claims by:
 - (a) taking reasonable steps to limit exposure of the District, its Board, and staff to legal liability; and
 - (b) maintaining insurance coverage against theft and casualty losses to 100% of replacement value and against liability losses to board members, staff, or the District itself in an amount that is reasonable for school districts of the first class and in accordance with state law;
- (4) refrain from making purchases that create, or appear to create, a conflict of interest or that fail to comply with the Employee Code of Ethics;
- (5) ensure that district purchases are made pursuant to applicable state and federal law and in compliance with the District's purchasing and bidding policies;
 - (6) transfer funds in accordance with the District's policy on fund transfers;
- (7) effectuate the carryover of funds to the next fiscal year pursuant to the District's policies on fund carryover;
- (8) receive, process, or disburse funds under controls that sufficiently meet Generally Accepted Auditing Standards;
- (9) invest or hold operating capital in secure instruments, as permitted under state law, including insured checking accounts, or in interest-bearing accounts, except where necessary to facilitate ease in operational transactions;
- (10) not acquire, encumber, or dispose of real property without the Board's prior approval;
- (11) work with suppliers to develop long-term relationships and involvement in the development of new products and services;
- (12) protect the district's intellectual property, information, and files from loss or significant damage:
 - (a) Appropriate security measures will be taken to ensure the protection of the District's records, data, and information stored in tangible form;
 - (b) Appropriate technological measures will be taken to ensure the protection of the District's records, data, and information that is stored or maintained electronically;
- (13) properly preserve and dispose of all records maintained by the District, in accordance with state and federal law and in compliance with district policies and procedures; and

(14) refrain from any activity that endangers the District’s public image or credibility, particularly in ways that would hinder efforts to achieve its goals.

History: Codified 1976; Revised 1984, 6-29-94, 4-25-96, 5-28-97, 6-18-97; Reaffirmed 1-25-95; Revised 10-29-15 W.S. 119.18(11), 119.49, 119.50, 119.60, 119.66

Legal Ref:	Board Gov. Policy	4.15	Records Management
Cross Ref.:	Admin. Policy	3.02	Budget Control
		3.04	Fund Transfer Authority
		3.05	Fund Carryover
		3.06	Fiscal Accounting and Reporting
		3.07	Fiscal Audits
		3.09	Purchasing and Bidding Requirements
		3.10	Historically Underutilized Business (HUB) Program
		4.02	Building and Grounds Management
		5.01	Facilities
		9.13	Records Retention and Destruction
		6.04	Employee Code of Ethics

Monitoring: Audit reports by the Director of the Office of Board Governance/Board Clerk (points 1-12).

Frequency: As directed by the Board.

Monitoring: Internal report by the Superintendent concerning HUB performance.

Frequency: Annually in July

Monitoring: Internal report by the Superintendent concerning fund transfers.

Frequency: Monthly



GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 4.08 LEASE AGREEMENTS

- (1) The Superintendent shall:
 - (a) refrain from engaging in any activities involving the rental of facilities until all available space in the District's existing facilities has been examined and a determination has been made that current operations require an expansion of facilities;
 - (b) bring to the Board, for approval, any lease agreement that has an annual rental cost in excess of \$50,000 or a term exceeding three years; and
 - (c) enter into lease agreements in conformance with the District's Code of Ethics policy.
- (2) Information reported to the Board for consideration of leases shall include the:
 - (a) rationale for entering into the lease when the rent exceeds comparable facilities rents by 5% or more. Comparable rents shall be determined by the average rental cost for at least five comparable rental properties in the same area;
 - (b) lessor's name and rationale for any transaction in which the appearance of an arm's-length transaction or a transaction free of influence or biases, conflict of interest, or outside pressures may be questionable; and
 - (c) cost and rationale for any building modification(s) that the lease agreement requires the District to pay.

History: Adopted 4-25-96; Revised 10-29-15
Legal Ref.: W.S.19.46 (1)(a); 119.04(1); 119.16(3), (3m), (4), (10); 119.60, 119.66; 120.13(3); 120.25
Cross Ref.: Admin. Policy 3.09 Purchasing and Bidding Requirements
5.01 Facilities
6.04 Employee Code of Ethics
6.05 Code of Ethics
Admin. Proc. 5.01(3) Rentals and Services (Leases)

Monitoring: An informational report to the Board that reports all leasing activities of the prior year. In addition to the information specified above, the report shall list the owner(s) of the property, the space footage leased, the cost to MPS to operate and improve the building and site, and the date on which the Board approved the lease agreement, where applicable.

Frequency: Annually in July

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GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 4.09 COMPENSATION AND BENEFITS

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Superintendent shall not cause or allow the District's fiscal integrity or public image to be jeopardized. Accordingly, the Superintendent shall:

- (1) refrain from making promises or implying guaranteed employment;
- (2) establish current compensation and benefits schedules that:
 - (a) align with the geographic or professional market for the skills employed. The approved compensation and benefits schedules shall be used as a guide for determining compensation levels; and
 - (b) create obligations for a term for which revenues can be safely projected — in no event longer than one year, and in all events subject to losses of revenue;
- (3) abstain from establishing or changing pension benefits that:
 - (a) cause unfunded liabilities to occur or commit the organization to benefits that may incur unpredictable future costs;
 - (b) provide less than the same basic level of all benefits to all full-time employees, although differential benefits to encourage longevity in key employees are not prohibited;
 - (c) allow any employee to lose benefits already accrued from any foregoing plan; or
 - (d) are instituted without prior monitoring of these provisions;
- (4) refrain from changing his/ her own compensation, pension, or other benefits; and
- (5) obtain the Board's approval for any changes to any district employee's basic compensation or benefit levels, including pension benefits, or the conditional requirements for receiving compensation or benefits, unless such changes are within the scope of the authority granted to the Superintendent and his/her designee by statute or by the Board.

History: Adopted 04-25-96; revised 12-17-97, 10-29-15
Legal Ref.: W.S. 63.53; 111.70, 119.18(10), 119.04(1); 119.32(5); 119.40; 120.12(24)
Cross Ref.: Board Rule 1.27 Board Member Health Insurance
Bd. Gov. Policy 4.10 Employee Reclassification
4.11 Salary Increases/Decreases
Admin. Policy 6.19 Positions: Staff
6.20 Contracts, Employee Benefits and Compensation Plans
6.21 Salary Schedules: Staff
7.31 School Volunteers

Monitoring: Internal report by the Superintendent to the Board on the status of compensation and benefits to affected employees as part of annual performance evaluation.

Frequency: Annually in June/July

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GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 4.10 EMPLOYEE RECLASSIFICATION

(1) The Superintendent shall bring to the Board a quarterly informational report detailing the activities of the Compensation Review Committee and the Compensation Appeals Committee meetings. The report shall provide :

- (a) the titles of the positions considered for reclassification;
- (b) the names of the incumbents in the positions;
- (c) salary ranges of the positions before and after the reclassification; and
- (d) the rationale for any reclassification of a position.

(2) The Superintendent shall also report to the Board the employee's name, the employee's prior salary, the employee's new salary, and the rationale for the salary increase in situations where the salary increase is more than:

- (a) ten percent, if the position is reclassified three or more grades higher;
- (b) eight percent, if the position is reclassified two grades higher; or
- (c) four percent, if reclassified one grade higher.

History: Adopted 4-25-96; Revised 08-25-05, 10-29-15
Legal Ref.: W.S. 63.53; 119.18(10); 119.32(5); 119.40
Cross Ref.: Bd. Gov. Policy 4.09 Compensation and Benefits
4.11 Salary Increases/Decreases
Admin. Policy 6.20 Contracts, Employee Benefits, and Compensation Plans
6.21 Salary Schedules: Staff
Admin. Procedure 6.20 Contracts, Employee Benefits, and Compensation Plans
6.21 Salary Schedules: Staff
Monitoring: Internal report by the Superintendent to the Board on the activities of the compensation administration committee.
Frequency: Quarterly

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GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 4.11 SALARY INCREASES/DECREASES

(1) The Superintendent shall bring to the Board for approval any position reassignment, either permanent or on an acting basis, that results in an employee of MPS receiving a salary increase or decrease of 10% or greater.

(2) Information reported to the Board for consideration of salary increases or decreases of 10% or greater shall include the individual's name; prior position, classification, and salary; the recommended position, classification, and salary; and the rationale for the increase or decrease in salary.

History:	Adopted 4-25-96; Revised 10-29-15		
Legal Ref.:	W.S. 63.53; 119.18(10); 119.32(5); 119.40		
Cross Ref.:	Bd. Gov. Policy	4.09	Compensation and Benefits
		4.10	Employee Reclassification
	Admin. Policy	6.20	Contracts, Employee Benefits, and Compensation Plans
		6.21	Salary Schedules: Staff
	Admin. Procedure	6.20	Contracts, Employee Benefits, and Compensation Plans
	6.21	Salary Schedules: Staff	
Monitoring:	Internal report by the Superintendent to the Board.		
Frequency:	As needed.		

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MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 4.15 RECORDS MANAGEMENT

(1) The Superintendent and the Senior Director Office of Accountability and Efficiency shall maintain all district and administrative records required by federal, state, and local units of government, as well as by the Department of Instruction.

(2) The Board Clerk/Chief Officer, Office of Board Governance, shall maintain all Board records required by federal, state, and local units of government, as well as by the Department of Public Instruction.

(3) Records shall be maintained in accordance with Administrative Policy 9.13, which sets forth guidelines for complying with the legal, fiscal, and archival requirements for records retention and provides guidance regarding cost-effective management of the District's records.

(4) Records shall be retained according to the MPS School District Records Retention Schedule, which is a modified version of the Wisconsin Records Retention Schedule set forth by the Wisconsin Department of Public Instruction.

(5) All issues related to the development and maintenance of the District's records-management programs, standards, and policy revisions shall be addressed through the MPS Records Management Advisory Committee.

History: Adopted 4-25-96; Revised 10-29-15
Legal Ref.: W.S. 19.21, 19.23, 19.33; 19.34, 119.18(22)
Cross Ref.: Admin. Policy 8.42 Student Records
9.02 Public's Right to Know
9.13 Records Retention and Destruction

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GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 4.16

ADMISSION OF STUDENTS EXPELLED FROM OTHER SCHOOL DISTRICTS

(1) The Superintendent shall bring to the Board for approval the enrollment of students who have been expelled by other school districts for serious offenses.

(2) The Board's approval is not required if the Superintendent finds there is a high probability that the student's behavior will improve, or if the offense for which the student was expelled was not an expellable offense for MPS students.

History: Adopted 4-25-96; Revised 10-29-15
Legal Ref.: W.S. 119.04(1); 119.25; 120.13(1)(f)
Cross Ref.: Admin. Policy 8.32 Student Expulsion
8.45 Public School Open Enrollment

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GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 4.17 REINSTATEMENT OF SUSPENDED STUDENTS

(1) The Superintendent shall enforce the following policy regarding the reinstatement of suspended students.

(2) Recognizing that the absence from classroom exposure is detrimental to the learning process, the return of any student suspended from school within the three-day suspension period is encouraged; therefore, school principals shall permit students to return to school in fewer than three days if:

- (a) the parent or guardian has conferred with the principal or his/her representative;
- (b) the student understands and acknowledges his/her violation of the rule or policy; and
- (c) the student had a good discipline and attendance record in the past.

(3) If the parents or guardians of suspended students are unable to visit the school during regular school hours, an afterschool visit shall be arranged, when possible.

History: Adopted 4-25-96; Revised 10-29-15

Legal Ref.: W.S. 119.04(1); 120.13(1)

Cross Ref.: Admin. Policy 8.28 Student Discipline
 8.31 Student Suspension

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