

1000.4.0
Board-Superintendent
Linkage

Global Governance-Management Connection (NEW)

The board's sole official connection to the operational organization, its achievements and conduct will be through the district's chief executive officer, titled superintendent.

It should be noted that the board operates in a team manner that involves open communication with all members of the superintendent and district management team. This open communication is for informational and relationship-building purposes, and should not be taken as a means for the board to direct, evaluate or unduly distract members of the superintendent and district management team.

Cross References:
Legal References:
Adoption Date:

Unity of Control (NEW)

Only officially passed motions of the board are binding on the superintendent.

Accordingly:

1. Decisions or instructions of individual board members, officers, or committees are not binding on the superintendent except in rare 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 authorization, the superintendent can refuse such requests which, in the superintendent's opinion, are disruptive or require a material amount of staff time or funds.

Cross References:

Legal References:

Adoption Date:

Accountability of the Superintendent (NEW)

The superintendent is the board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the superintendent.

Accordingly:

1. The board will not give instructions to persons who report directly or indirectly to the superintendent, unless that individual is working on behalf of the superintendent.
2. The board will not evaluate, either formally or informally, any staff other than the superintendent.
3. Except as required by law and thus disposed of by the consent agenda, the board will not participate in decisions or actions involving the hiring, evaluating, disciplining or dismissal of any employee, other than the superintendent.
4. The board will view superintendent performance as identical to organizational performance, so that organizational accomplishment of board-stated Ends/Goals and compliance with conditions outlined in Executive Limitations (including not allowing conditions which are unlawful, imprudent, not in accordance with negotiated agreements, or in violation of commonly accepted business and professional ethics and practices), and performance of the superintendent's contract with the district, will be viewed as successful superintendent performance.

Cross References:

Legal References:

Adoption Date:

Delegation to the Superintendent (NEW)

The Board of Directors will instruct the superintendent through written policies which prescribe the organizational Ends/Goals to be achieved and describe organizational situations and actions to be avoided.

The superintendent may use any reasonable interpretation of these policies.

Accordingly:

1. The board will develop policies instructing the superintendent to achieve specified results, for specified recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends/Goals policies. All issues that are not Ends/Goals issues as defined above are Means issues.
2. The board will develop policies which limit the latitude the superintendent may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies; see 1000.2. The board will never prescribe organizational Means.
3. As long as the superintendent uses any reasonable interpretation of the board's Ends/Goals and Executive Limitations policies; see 1000.2, (including not allowing conditions which are unlawful, imprudent, not in accordance with negotiated agreements, or in violation of commonly accepted business and professional ethics and practices), and excepting those items specified by law as responsibility of the board, the superintendent is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the superintendent shall have full force and authority as if decided by the board.
4. The board will make the final determination as to whether the superintendent interpretation is reasonable, whether the superintendent is in compliance and whether reasonable progress is being made. In doing so, the board will apply the "reasonable person" standard.
5. The board may change its Ends/Goals and Executive Limitations policies, thereby shifting the boundary between board and superintendent domains. By doing so, the board changes the latitude of choice given to the superintendent. But as long as any particular delegation is in place, the board will respect and support the superintendent's choices, even though the superintendent's choices may not be the choices the board or its members may have made.

Cross References:

Legal References:

Adoption Date:

Monitoring Superintendent Performance (NEW)

Systematic and rigorous monitoring of the superintendent's job performance will be made solely against the only expected superintendent job outputs: reasonable progress toward accomplishment of board policies on Ends/Goals and organizational operation within the boundaries established in board policies on Executive Limitations (see policy 1000.2).

Accordingly:

1. Monitoring is to determine the degree to which board policies are being met. Information that does not do this will not be considered to be monitoring information.
2. The board will acquire monitoring data by one (1) or more of three (3) methods:
 - 2.1 by internal report, in which the superintendent discloses compliance information, along with his/her justification for the reasonableness of interpretation;
 - 2.2 by external report, in which an external, disinterested third party selected by the board assesses compliance with policies, augmented with the superintendent's justification for the reasonableness of his/her interpretation; and
 - 2.3 by direct board inspection, in which a designated member or members of the board, acting on authorization of the full board, assess compliance with policy, with access to the superintendent's justification for the reasonableness of his/her interpretation. The default method of monitoring will be internal report.
3. The consistent performance standard for Executive Limitations policies, shall be whether the superintendent has:
 - 3.1 reasonably interpreted the policy and its subparts; and
 - 3.2 complied within the provisions of the board policy being monitored.
4. The consistent performance standard for Ends/Goals shall be whether the superintendent has:
 - 4.1 reasonably interpreted the policy and its subparts; and
 - 4.2 achieved annual targets of reasonable progress toward achieving the board's described Ends/Goals policies.
5. Each report of monitoring data will generate three (3) board agenda items that will be a part of open, public board meetings:
 - 5.1 first (1st), an opportunity for the superintendent to submit and explain the monitoring report;
 - 5.2 second (2nd), an opportunity for board discussion and consideration as to whether the superintendent has met the board policy within specified limitations; and
 - 5.3 third (3rd), a vote of the board to accept (or not) the report of the superintendent.
6. The board will make the final determination as to whether the superintendent interpretation is reasonable, whether the superintendent is in compliance and whether reasonable progress is being made. In doing so, the board will apply the "reasonable person" standard.

7. By April 1 of each year, the board will conduct a formal summative evaluation of the superintendent. The summative evaluation will be based upon data collected during the year from the monitoring of Ends/Goals and Executive Limitations policies. The board will prepare a written evaluation document.

The evaluation document will consist of:

- 7.1 a summary of the data derived during the year from monitoring the board's Ends/Goals and Executive Limitations policies;
- 7.2 conclusions based upon the board's prior actions during the year relative to whether the superintendent's reasonable interpretation of each End/Goal, whether each End/Goal has been achieved or reasonable progress has been made toward its achievement; and
- 7.3 conclusions based upon the board's prior action during the year relative to whether the superintendent has reasonably interpreted and operated within the boundaries established by the Executive Limitations policies.
8. Superintendent contract extension and remuneration will be decided after review on monitoring reports submitted during the superintendent's contract year.
9. All policies that instruct the superintendent will be monitored at a frequency and by a method chosen by the board. The board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

<u>Policy</u>	<u>Method</u>	<u>Frequency</u>
1.0 Ends/Goals	<u>Internal</u>	Annually
2.0 Global Executive Limitation	<u>External (State Audit)</u>	Annually
2.1 Treatment of Students and their Parent(s)/Guardian(s)	<u>Internal</u>	Annually
2.2 Treatment of Staff	Internal	Annually
2.3 Financial Condition and Activities	External (Audit) Internal (Financials)	Annual Monthly
2.4 Financial Planning/Budgeting	Internal	Quarterly
2.5 Asset Protection	Internal	Annually
2.6 Facilities	Internal	Annually
2.7 Emergency Superintendent Succession	Internal	Annually
2.8 Compensation and Benefits	Internal	Annually
2.9 Communication and Support for the Board	Internal	Annually

10. All employment decisions related to the superintendent remain the sole discretion of the board.

Cross References:
Legal References:
Adoption Date: