

Advance Notice  
September 11, 2013

Board/Superintendent Linkage Policies 1 – 5E – Board

**Action to be taken: I move the Board approve all Board/Superintendent Linkage Policies 1 through 5E as reviewed and monitored for updating.**

As an annual practice, the Board reviews and monitors Board/Superintendent Linkage (B/SL) policies. All were reviewed and monitored on August 5<sup>th</sup> at the Board Retreat. The policies were presented to the Board and public for first reading on August 28<sup>th</sup>.

After discussing the modifications as presented (see attachment to the agenda of August 28<sup>th</sup>), a comma was added to B/SL-4, #4, in the last sentence to read "...where required by law, even though such choices..."

During the Work Study session, prior to this meeting, it is anticipated that B/SL-5E will be discussed. Changes may include adding the title names after each End number. In addition, the words "not monitored" may be added next to E-1 Mission Statement. These anticipated changes have been incorporated in the attached copy of B/SL-5E.

The updated B/SL Policies 1 through 5E are attached.

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***B/SL-1***

***GLOBAL GOVERNANCE-SUPERINTENDENT CONNECTION***

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The Board's sole official connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer, titled Superintendent.

*December 14, 2005 – Adoption*

*March 7, 2012 – Monitored, no changes*

*November 7, 2012 – Monitored, no changes*

*August 5, 2013 – Monitored, no changes*

Only officially passed motions of the Board are binding on the Superintendent.

Accordingly:

1. Directions 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, those requests can be brought to the Superintendent or members of the Superintendent's succession plan and the Communications Director, cc'ing the Superintendent. The Superintendent can refuse such requests that are, in the Superintendent's opinion, disruptive or require a significant amount of staff time or funds.

*December 14, 2005 – Adoption*

*March 7, 2012 – Monitored, no changes*

*November 7, 2012 – Monitored, revised*

*August 5, 2013 – Monitored, no changes*

***ACCOUNTABILITY OF THE SUPERINTENDENT***

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The Superintendent is the Board's only link to the operational organization. All authority over and accountability of staff, as far as the Board is concerned, are considered the authority and accountability of the Superintendent.

Accordingly:

1. The Board will never give directives to persons who report directly or indirectly to the Superintendent.
2. The Board will not evaluate any staff other than the Superintendent.
3. The Board will view Superintendent performance as identical to organizational performance. Organizational accomplishment of Ends and operation within the boundaries of Executive Limitations will be viewed as successful Superintendent performance.
4. Except as required by law and thus disposed of by the consent agenda, the Board will not participate in decisions or action involving the hiring, evaluating, disciplining or dismissal of any employee other than the Superintendent.

*December 14, 2005 – Adoption*

*March 7, 2012 – Monitored, no changes*

*November 7, 2012 – Monitored, no changes*

*August 5, 2013 – Monitored, no changes*

**DELEGATION TO THE SUPERINTENDENT**

The Board will instruct the Superintendent through written policies which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Superintendent to use any reasonable interpretation of these policies.

Accordingly:

1. The Board will develop policies instructing the Superintendent to achieve specified results, for specified recipients, based on identified priorities. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies. All issues that are not Ends 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. The Board will never prescribe organizational means except in Executive Limitations policies.
3. As long as the Superintendent uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the Superintendent is authorized to establish all further District policies, make all decisions, take all actions, establish all practices and develop all activities subject to approval by the Board where required by law. Such decisions of the Superintendent shall have full force and authority as if decided by the Board.
4. The Board may change its Ends and Executive Limitations policies at any time, 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, subject to approval by the Board where required by law, even though such choices may not be the choices the Board or its members may have made.

*December 14, 2005 – Adoption*

*March 7, 2012 – Monitored, no changes*

*November 7, 2012 – Monitored, revised*

*August 5, 2013 – Monitored, revised*

***MONITORING SUPERINTENDENT PERFORMANCE***

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Systematic and rigorous monitoring of Superintendent job performance will be solely against the only expected Superintendent job outputs: reasonable progress toward accomplishing Ends and organizational operation within the boundaries established in Executive Limitations.

Accordingly:

1. Monitoring determines compliance with Executive Limitations or reasonable progress toward the achievement of Ends. Information not formally presented as monitoring data and that does not contribute directly to this purpose is not considered monitoring data.
2. The Board will acquire monitoring data on Ends and Executive Limitations policies by one or more of three methods:
  - a. By internal report, in which the Superintendent discloses information and certifies compliance or reasonable progress to the Board along with his/her justification for the reasonableness of interpretation;
  - b. By external report, in which an external, objective third party agreed to by the Board assesses compliance or reasonable progress with Board policies;
  - c. By direct Board inspection, in which the whole Board, a Board committee, or a designated member or members duly charged by the Board formally assesses compliance with or reasonable progress on the appropriate policy criteria, augmented with the Superintendent's justification for the reasonableness of his/her interpretation.
3. The consistent performance standard for Executive Limitations policies shall be whether the Superintendent has:
  - a. Reasonably interpreted the policy and its subparts;
  - b. Complied within the provisions of the Board policy being monitored.
4. The consistent performance standard for Ends shall be whether the Superintendent has:
  - a. Reasonably interpreted the policy and its subparts;
  - b. Achieved annual targets of reasonable progress toward achieving the Board's described Ends policies.

5. The Board will make the final determination as to whether 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.
6. Superintendent contract extensions and remuneration will be decided after review of monitoring reports submitted during the superintendent’s contract year.
7. All policies that instruct the Superintendent will be monitored at a frequency and by a method chosen by the Board. The Board by official action can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule (see GP-4E for monitoring schedule).
8. By July 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 and Executive Limitations policies. The Board will prepare a written evaluation document.

The evaluation document will consist of:

- a. A summary of the data derived during the year from monitoring the Board’s Ends and Executive Limitations policies;
- b. Conclusions based upon the Board’s prior action during the year relative to the Superintendent’s reasonable interpretation of each End, whether each End has been achieved or reasonable progress has been made toward its achievement;
- c. 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.

Nothing in this policy is intended to imply the establishment of any personal rights not explicitly established by statute, contract or Board policy. All employment decisions related to the Superintendent remain the sole discretion of the Board.

*December 14, 2005 – Adoption*  
*March 7, 2012 – Monitored, no changes*  
*November 7, 2012 – Monitored, no changes*  
*August 5, 2013 – Monitored, no changes*

## ANNUAL SUMMATIVE EVALUATION of the Superintendent

The Board's Policy B/SL-5 #8 provides that:

By July 1 of each year, the Board will conduct a formal summative evaluation of the Superintendent. The summative evaluation will be based upon accumulated data derived from monitoring Board *Ends* and *Executive Limitations* policies during the year. A written evaluation document will be compiled by the Board president or the president's designee.

**The purpose of the annual evaluation of the Superintendent is to summarize the actions previously taken by the Board as it monitored *Ends* and *Executive Limitations* policies during the year, and to draw conclusions on that basis.**

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**Executive Limitation Policy:**

**Date Monitored:**

**Board Disposition:**

EL-1 Global Executive Constraint

EL-2 Treatment of People

EL-3 Personnel Administration

EL-4 Financial Planning and Budgeting

EL-5 Actual Financial Condition & Activities

EL-6 Asset Protection

EL-7 Emergency Superintendent Succession

EL-8 Communication/Support to Board

EL-9 Annual Report

EL-10 Structure of Schools

EL-11 Student Discipline

EL-12 Learning Environment/Treatment of Students

EL-13 Facilities

EL-14 Instructional Program

**Ends Policies:**

**Date Monitored:**

**Board Disposition:**

E-1 Mission Statement, not monitored

E-2 Academics and Foundations



**Ends Policies:**

**Date Monitored:**

**Board Disposition:**

E-3 Citizenship

E-4 Technology

E-5 Personal Awareness and Expression

E-6 Life Management

Based upon the Board's prior acceptance of these reports and the on-going monitoring of the organization's and the Superintendent's performance during the preceding year, the Board reaches the following conclusions relative to Superintendent performance:

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Following is a summary of the Superintendent's performance relative to operation within boundaries established by the *Executive Limitations* policies and progress toward achieving the Board's *Ends* policies:

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Based upon the foregoing conclusions, the Board makes the following decisions for the coming year:

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Signed: \_\_\_\_\_  
President of the Board

Date: \_\_\_\_\_

Signed: \_\_\_\_\_  
Superintendent

Date: \_\_\_\_\_

*December 14, 2005 – Adoption*  
*January 12, 2011 – Monitored, modified*  
*March 7, 2012 – Monitored, no changes*  
*November 7, 2012 – Monitored, no changes*  
*August 5, 2013 – Monitored, no changes*  
*September 11, 2013 – Monitored, modified*