

GLOBAL GOVERNANCE-SUPERINTENDENT CONNECTION

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

Xxxxx, 2024 – Converted to Coherent Governance

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 Individual~~ Board members or committees may, without Board authorization, request~~ing~~ information or assistance ~~without Board authorization,~~ ~~those requests can be brought to from~~ the Superintendent or designees as defined by the Superintendent. The Superintendent ~~can~~ may, however, 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

July 31, 2014 – Monitored, no changes

September 14, 2016 – Revised and approved

Xxxxxx, 2024 – Converted to Coherent Governance

The Superintendent is the Board's only link to the ~~operational-organization~~operations of the District. All staff members report directly or indirectly to the Superintendent.~~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~~direction to any employee other than the Superintendent.
2. The Board will not formally or informally evaluate any staff member other than the Superintendent.
3. Organizational accomplishment of ~~Ends-Results~~ and operation ~~within the boundaries of~~according to Executive Limitations Operational Expectations will be viewed as successful Superintendent performance.
4. Except as required by law and thus disposed of ~~by~~on the consent agenda, the Board will not participate in decisions or final action involving the hiring, evaluating, disciplining or dismissal of any employee other than the Superintendent.
5. The Board will expect the Superintendent to provide periodic training to staff that, in the absence of a Board Policy or District Regulation, staff are to ~~use~~act according to their best professional judgment, provided that such action shall not be in conflict with the general ~~aims-values~~ and objectives of the district or with any local, state or national ordinances, statutes, regulations or directives. The training will also remind staff that, in the event there is doubt as to the appropriate course of action or if it is apparent that the consequences could be serious, the Superintendent expects the staff member to contact the ~~S~~superintendent or another administrator who could provide appropriate assistance.

December 14, 2005 – Adoption

March 7, 2012 – Monitored, no changes

November 7, 2012 – Monitored, no changes

August 5, 2013 – Monitored, no changes

July 31, 2014 – Monitored, no changes

November 18, 2015 – Monitored, Revised

September 22, 2022 – Monitored, Revised

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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 Regulations, make all decisions, take all actions, establish all practices and develop all activities subject to approval by the Board where required by law or Board Policy. Such decisions of the Superintendent shall have full force and authority as if decided by the Board.~~
- ~~4. The Board may change its Ends, Executive Limitations and Governance 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 or Board Policy, even though such choices may not be the choices the Board or its members may have made.~~

The Board will provide direction to the Superintendent through written policies that define the organizational results to be achieved for students and define operational conditions and actions to be accomplished or avoided.

1. The Board will develop and monitor **Results** policies instructing the Superintendent to achieve defined results for the students served by the district.
2. The Board will develop and monitor **Operational Expectations** policies which express the Board's values about operational conditions and actions. Certain of these values will be expressed positively to ensure that the stated actions occur and the identified conditions exist and will be stated as directives. Certain other values represent actions and conditions that are to be avoided and will be stated prohibitively.
3. As long as the Superintendent uses any reasonable interpretation of the Board's **Results** and **Operational Expectations** policies, the Superintendent is authorized to establish any additional administrative policies or regulations, make any decisions, establish any practices and develop any activities the Superintendent deems appropriate to achieve the Board's **Results** policies. The Superintendent is not expected to seek Board approval or authority for any such decisions falling within the Superintendent's area of delegated authority.
4. The Board may change its **Results** and **Operational Expectations** policies at any time, and in so doing shift the boundary between Board and Superintendent areas of responsibility. The Board will respect and support any reasonable interpretation of its policies by the Superintendent, even though Superintendent decisions may not be the decisions 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

August 27, 2014 – Monitored, revised

September 14, 2016 – Monitored, revised

September 22, 2022 – Monitored, revised

Xxxxxx, 2024 – Converted to Coherent Governance

MONITORING SUPERINTENDENT PERFORMANCE

Systematic and rigorous monitoring of Superintendent job performance will be solely against the only expected Superintendent job outputs: reasonable progress toward accomplishing ~~Ends the Board's Results policies~~ and organizational operation ~~within the boundaries established in Executive Limitations~~ according to the values expressed in the Board's Operational Expectations policies.

Accordingly:

1. Monitoring determines compliance with ~~Executive Limitations~~ Operational Expectations or reasonable progress toward the achievement of ~~Ends Results~~. 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 Results~~ and ~~Executive Limitations~~ Operational Expectations 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~~ Operational Expectations policies shall be whether the Superintendent has:
 - a. Reasonably interpreted the policy and its subparts;
 - b. Complied with ~~in~~ the provisions of the Board policy ~~being~~ —monitored.
4. The consistent performance standard for ~~Ends Results~~ shall be whether the Superintendent has:
 - a. Reasonably interpreted the policy and its subparts;
 - b. Achieved reasonable progress, as determined by a consensus of the Board, toward achieving the Board's described ~~Ends Results~~ policies.

B/SLBSR-5

5. 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.
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 in its annual work plan (GC-4E, *Monitoring Calendar*). The Board, by official action, ~~can may~~ 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-Results and Executive Limitations Operational Expectations policies. The Board will prepare a written evaluation document consisting of:-

~~The evaluation document will consist of:~~

- a. A summary based on the data derived during the year from monitoring the Board’s Ends-Results and Executive Limitations Operational Expectations policies;
- b. Conclusions based upon the Board’s prior action during the year relative to the Superintendent’s reasonable interpretation of each End Results policy and, 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 according to the provisions established by the Executive Limitations Operational Expectations policies.

9. 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

July 31, 2014 – Monitored, no changes

May 9, 2018 – Revised and approved

Xxxxx, 2024 – Converted to Coherent Governance

5E ANNUAL SUMMATIVE EVALUATION of the Superintendent

The Board's Policy ~~B/SL~~BSR-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 data collected during the year from the monitoring of ~~Ends-Results~~ and ~~Executive-Limitation~~Operational Expectations policies. The Board will prepare a written evaluation document.

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

Executive-LimitationOperational Expectation Policy:
Board Disposition:

Date Monitored:

~~ELOE~~-1 Global ~~Executive-Constraint~~Operational Expectation

~~ELOE~~-2 Treatment of People

~~ELOE~~-3 Personnel Administration

~~ELOE~~-4 Financial Planning and Budgeting

~~ELOE~~-5 ~~Actual~~ Financial Administration~~Condition & Activities~~

~~ELOE~~-6 Asset Protection

~~ELOE~~-7 Emergency Superintendent Succession

~~ELOE~~-8 Communication/Support to Board

~~ELOE~~-9 ~~Annual Report to Public~~Communicating with the Public

~~ELOE~~-10 Structure of Schools

~~ELOE~~-11 Student Discipline

~~ELOE~~-12 Learning Environment

~~ELOE~~-13 Facilities

~~ELOE~~-14 Instructional Program

~~ELOE~~-15 Technology

~~ELOE~~-16 Equity

Ends-Results Policies:
Disposition:

Date Monitored:

Board

~~ER~~-1 Mission Statement, ~~not monitored~~

~~ER~~-2 Academics and Foundations

~~ER~~-3 Civic Engagement

~~ER~~-4 Life Management and Personal Awareness

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

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

Signed: _____
President of the Board

Date: _____

Signed: _____
Superintendent

Date: _____

December 14, 2005 – Adoption
March 7, 2012 – Monitored, no changes
November 7, 2012 – Monitored, no changes
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