

B/SR-1

Policy Type: Board/Superintendent Relationship**Single Point of Connection**

The superintendent is the board's sole point of connection to the operational organization. The board will direct the operational organization only through the superintendent.

Adopted: 06-04-07.

Monitoring Method: Board self-assessment
Monitoring Frequency: Annually in January

B/SR-2

Policy Type: Board/Superintendent Relationship**Single Unit Control**

The board will direct the superintendent only through official decisions of the full board.

1. The board will make decisions by formal, recorded vote in order to avoid any disclarity about whether direction has been given.
2. The superintendent is neither obligated nor expected to follow the directions or instructions of individual board members, officers and committees unless the board has specifically delegated such exercise of authority.
3. Should the superintendent determine that an information request received from an individual member or a committee is not related to board or member responsibilities as described in GC policy, requires a material amount of staff time, or is unreasonable or of questionable value, the superintendent is expected to ask that the committee or the member refer such requests to the full board for authorization.

Adopted: 06-04-07.

Monitoring Method: Board self-assessment

Monitoring Frequency: Annually in January

B/SR-3

Policy Type: Board/Superintendent Relationship**Staff Accountability**

The superintendent is responsible, within the values expressed by the board in policy, for all matters related to the day-to-day operation of the organization. All staff members are considered to report directly or indirectly to the superintendent.

1. The board will never give direction to any employee other than the superintendent.
2. The board will not formally or informally evaluate any staff member other than the superintendent.

Adopted: 06-04-07.

Monitoring Method: Board self-assessment
Monitoring Frequency: Annually in January

B/SR-4

Policy Type: Board/Superintendent Relationship**Authority of the Superintendent**

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 **Results** policies instructing the superintendent to achieve defined results for the students served by the organization.
2. The board will develop **Operational Expectations** policies which express the board's values about operational conditions and actions. Certain of these values will be expressed positively to assure that the stated actions occur and that 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 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 decision falling within the superintendent's area of delegated authority.
4. The board may change its **Results** and **Operational Expectations** policies 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.

Adopted: 06-04-07.

Monitoring Method: Board self-assessment

Monitoring Frequency: Annually in January

B/SR-5

Policy Type: Board/Superintendent Relationship**Superintendent Accountability**

The board considers superintendent performance to be identical to organizational performance. Organizational accomplishment of the board's **Results** policies and operation according to the values expressed in the board's **Operational Expectations** policies will be considered successful superintendent performance. These two components define the superintendent's job responsibilities, and are the basis for the superintendent's performance evaluation.

1. The board will determine organizational performance based upon a systematic monitoring process.
2. The board will acquire monitoring data on **Results** and **Operational Expectations** policies by one or more of three methods:
 - a. By **Internal Report**, in which the superintendent submits information that certifies and documents to the board compliance or reasonable progress;
 - b. By **External Review**, in which an external third party selected by the board assesses compliance or reasonable progress with applicable board policies;
 - c. By **Board Inspection**, in which the whole board or a committee duly charged by the board formally assesses compliance with or reasonable progress on the appropriate policy criteria.
3. The consistent performance standard for **Operational Expectations** policies shall be whether the superintendent has:
 - a. reasonably interpreted the policy and its subparts;
 - b. complied with the provisions of the board policy being monitored.
4. The consistent performance standard for **Results** policies shall be whether the superintendent has:
 - a. reasonably interpreted the policy and its subparts;
 - b. made reasonable progress toward achieving the board's defined **Results** 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 has been made. In doing so, the board will apply the "reasonable person" standard.

6. All policies that instruct the superintendent will be monitored according to a schedule and by a method determined by the board and included in the board's annual work plan. The board may monitor any policy out of this defined sequence, if it is determined by a majority of the board that conditions warrant monitoring at times other than those specified by the annual schedule.
7. Each May, the board will conduct an interim or formative evaluation based upon student and district performance to that point. Each November, 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 **Results** and **Operational Expectations** 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 **Results** and **Operational Expectations** policies;
- b. Conclusions based upon the board's prior action during the year relative to the superintendent's reasonable interpretation of each **Result** policy and whether 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 according to the provisions of the **Operational Expectations** policies.
- d. An improvement plan addressing any deficiencies in superintendent progress toward achieving the Results
- e. An improvement plan addressing any deficiencies in superintendent performance within the boundaries established in the Operational Expectations policies.
- f. A summary of the superintendent's strengths and weaknesses relative to achievement of the Results policies and operation within the values stated in the Operational Expectations policies.
- g. Identified priorities for the coming year.

Nothing in this policy will be construed to imply in any manner the establishment of any personal rights not explicitly established by statute, board policy or contract. All employment decisions regarding the superintendent remain within the sole and continuing discretion of the board.

Adopted: 06-04-07.

Monitoring Method: *Board self-assessment*
Monitoring Frequency: *Three times a year in December, May and June*

Policy Type: Board/Superintendent Relationship

Annual Summative Evaluation of the Superintendent

The board’s Policy B/SR-5 provides that:

Each November, 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 **Results** and **Operational Expectations** policies.

The purpose of the annual evaluation of the superintendent is to summarize the actions previously taken by the board as it monitored *Results* and *Operational Expectations* policies during the year, and to draw conclusions on that basis.

Operational Expectations Policies: Date Monitored: Board Disposition:

- OE-1 Global Operational Expectation
- OE-2 Emergency Superintendent Succession
- OE-3 Treatment of Stakeholders
- OE-4 Personnel Administration
- OE-5 Financial Planning
- OE-6 Financial Administration
- OE-7 Asset Protection
- OE-8 Communicating with the Board
- OE-9 Communicating with the Public
- OE-10 Instructional Program
- OE-11 Discipline
- OE-12 Learning Environment/Treatment of Students
- OE-13 Facilities

B/SR-5-E

Results Policies:

Date Monitored:

Board Disposition:

- R-1 District Mission
- R-2 Literacy and Numeracy
- R-3 Science and Social Studies
- R-4 Other Academic Disciplines
- R-5 Personal Success and Citizenship

Based upon the board’s prior monitoring of these policies and the on-going monitoring of the organization’s and the superintendent’s performance during the preceding year, the board reaches the following summary conclusions relative to superintendent performance:

Following is a summary of the superintendent’s strengths and weaknesses relative to the superintendent’s compliance with the values stated in the **Operational Expectations** policies and the superintendent’s progress toward achieving the board’s **Results** policies:

Based upon the foregoing evaluation, the board establishes the following priorities for the coming year:

Signed: _____
Chair of the Board

Date: _____

Signed: _____
Superintendent

Date: _____

Adopted: 06-04-07.