

Board Monitoring Report - 3.3. Delegation to the Superintendent
Prepared by K. Hanson, February 2019

The Board will instruct the Superintendent through written policies that 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.

Interpretation:

- The Board will direct the Superintendent through written guidelines that detail the results to be obtained and which explain the occurrences and behaviors that the Board does not permit.
- The Superintendent is responsible for interpreting these policies, in writing, in a way that is clear, and makes sense to both the Superintendent and the Board.

Data:

- Ends Policy Monitoring Reports
- Executive Limitations Monitoring Reports

Conclusion: We report compliance. The “A” section of MAUSD Mandatory Policies outlines the Boards goals (Policy A1 - ENDS) and outlines limitations to behavior that the Board considers unacceptable (Policy A2 – Executive Limitations). Feedback and comment pages from past reports, note a clear description of interpretations by the Superintendent and acceptance from the Board.

The Superintendent has established Policies (Policies “B” – “F”) and Procedures to further detail and communicate these “A” Policy requirements in writing.

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 policies. All issues that are not ends issues as defined here are means issues.**

Interpretation:

- Written policies will detail the specific required outcomes demanded by the Board.
- These policies will also denote who shall receive the services at a price deemed, by the board, to be acceptable to the voters.
- The policies will start at a global level and then be further explained at sublevels.
- Details that are not specifically addressed in written policy are considered “means” rather than “ends.”

Data:

- Ends Policies

Conclusion: We report compliance. The ENDS policy (Policy A1) demonstrates a broad vision for the organization. MAUSD is operating under an approved budget for FY 18/19 that reflects voter acceptance. The budget development discussions for FY 19/20 included the Board's deliberation to balance service levels with a price thought to be acceptable for voter approval. The Board carefully works through the "ends vs. means" concept with their work.

- 2. The Board will develop policies that 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 delegated to the Superintendent.**

Interpretation:

- Executive Limitations will exist in written format.
- These limitations will direct the Superintendent by making clear the boundaries of what the Board considers acceptable action.
- The limitations will start at a global level and then be further explained at sublevels as needed.
- The Board will refrain from directing specific actions but will instead limit themselves to delineating the boundaries of acceptable and unacceptable.

Data:

- Executive Limitation Policies

Conclusion: We report compliance. Executive limitations exist in written format (Policy A2 Executive Limitations). These broad limitations express clearly the boundaries of what the Board considers unacceptable/acceptable. Review of former local board and MAUSD meeting minutes within this review period resulted in the conclusion that the Board is refraining from directing the Superintendent with specific actions other than the Policy (A-2) about how to achieve certain organizational results. The Superintendent confirmed this through email on 2/14/19.

- 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 policies, make all decisions, take all actions, establish all practices, and pursue all activities. Such decisions of the Superintendent shall have full force and authority as if decided by the Board.**

Interpretation:

- The Superintendent is required to define these policies in a way that is clear and makes sense to

the Superintendent and the Board.

- Within the boundaries of those policies and interpretations, the Superintendent can take all actions that the Superintendent deems necessary to run the district.
- The Superintendent's actions and directions shall have the authority and force and effect of a Board action.

Data:

- Procedures & Policies
- Minutes of Board Meetings
- Monitoring Reports

Conclusion: We report compliance. The established set of Policies and Procedures are well defined and public. Monitoring report feedback forms and Meeting Minutes document Board review and understanding that current Policies and Procedures make sense or are adjusted as necessary (example: A – 2.6 review in November 2018 resulted in changes of 2.6.1 and 2.6.6 to reflect current realities). The Board finds the Superintendents interpretations reasonable and has allowed the Superintendent to make decisions accordingly.

4. The Board may change its Ends 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.

Interpretation:

- The Board may choose to rewrite the above policies. In doing so, the Board will change the required outcomes and the acceptable boundaries previously delineated.
- Until such a time as policies are rewritten, the Superintendent and the Superintendent's actions will be granted the full approval of the Board.

Data:

- Monitoring Reports

Conclusion: We report compliance. Policies and Procedures are living documents and are periodically reviewed to a master schedule. Review of Ends (A-1) and the Executive Limitations (A-2) Policies during this review period have not resulted in a significant change(s) in these Policies, leaving the Board and Superintendent responsibilities and resulting delegation unchanged. Board members continue to uphold these policies as they are written.

MAUSD Board Monitoring Report
Policy Number: (A3.3)
Policy Title: Delegation to the Superintendent
Month and year: February 2019

OFFICIAL BOARD OF EDUCATION RESPONSE

Comments/Questions:

Based upon the information provided, does the Board find that:

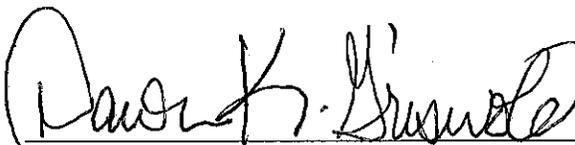
...the Board's interpretation is reasonable?

Yes ✓ No

... data demonstrates accomplishment of this interpretation?

Yes ✓ No

If not, what other evidence does the Board request?

 2/20/19

Board Chair Signature

Date