

Board Monitoring Report - 3.3. Delegation to the Superintendent
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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 policy outlines the Boards goals (ENDS) and the Executive Limitations outline behavior the Board consider unacceptable. Feedback and comment pages from past reports, note a clear description of interpretations by the Superintendent and acceptance from all Boards.

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 demonstrate a broad vision for the organization. This years budget development demonstrates the Boards deliberation with “services at a price deemed acceptable to the voters”. The successful passing of the budget reflects the voters acceptance. While the local Boards have been finishing up their remaining work, the SD Board is beginning its work and continues to carefully work through the “means vs. ends” concept in 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. These broad limitations express clearly the boundaries of what the Board considers unacceptable/acceptable. Meeting minutes document that Boards are refraining from directing the Superintendent with specific actions about how to achieve certain results.

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. Monitoring report feedback forms report that Boards find the Superintendents interpretations reasonable and this 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. There have been changes made to written policies, and current reports reference the need for language changes to one policy, the Superintendent has noted the need to change some language to achieve compliance on policies. Board members continue to uphold the policies as they are written.