

**Addison Northeast Supervisory Union and Member School Districts
(Bristol, Lincoln, Monkton, Mt. Abraham Union High, New Haven,
Starksboro)
Boards of Directors' Policy**

Policy Area: Board Procedures: C3

Policy Subject: Board – Management Delegation

Policy Title: 3.0. Global Governance-Management Connection

- The board's sole official connection to the operational organization, its achievements, and its conduct will be through a chief executive officer, titled Superintendent.

Policy Title: 3.1. Unity of Control

- Only officially passed motions of the board are binding on the Superintendent
- Accordingly:
 1. Decisions 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, the Superintendent can refuse such requests that require, in the Superintendent's opinion, a material amount of staff time or funds or is disruptive.

Policy Title: 3.2. Accountability of the Superintendent

- The Superintendent is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Superintendent.
- Accordingly:
 1. The Board will never give instructions to persons who report directly or indirectly to the Superintendent.
 2. The Board will not evaluate, either formally or informally, any staff other than the Superintendent.
 3. The Board will view the Superintendent's performance as identical to organizational performance so that organizational accomplishment of Board-stated ends and avoidance of Board-proscribed means will be viewed as successful Superintendent performance.

Policy Title: 3.3. Delegation to the Superintendent

- 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.
- 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.
 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.
 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.
 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.

Policy Title: 3.4 Monitoring Superintendent's Performance

- Systematic and rigorous monitoring of Superintendent's job performance will be solely against the only expected Superintendent's job outputs: organizational accomplishment of board policies on ends and organizational operation within the boundaries established in board policies on Executive Limitations.
- Accordingly:
 1. Monitoring is simply to determine the degree to which board policies are being met. Information that does not do this will not be considered to be monitoring information.

2. The Board will acquire monitoring information by one or more of three methods: (a) by internal report, in which the Superintendent discloses interpretations and compliance information to the Board; (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies; or (c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
3. In every case, the Board will judge (a) the reasonableness of the Superintendent's interpretation and (b) whether data demonstrate accomplishment of the interpretation.
4. In every case, the standard for compliance shall be any reasonable Superintendent interpretation of the Board policy being monitored. The Board is the final arbiter of reasonableness but will always judge with a "reasonable person" test rather than with interpretations favored by board members or by the Board as a whole.
5. All policies that instruct the Superintendent will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method but will ordinarily depend on a routine schedule.

Policy Governance Monitoring Schedule

<u>Policy</u>	<u>Method</u>	<u>Frequency</u>	<u>Month</u>
Ends	Internal	Annually	
<ul style="list-style-type: none"> ○ Literacy -- Standardized Test Scores (NECAP, POA) ○ Numeracy – Standardized Test Scores (NECAP) ○ Science – Grade 4 State Assessment ○ Arts – ○ Technology – District Technology Tasks ○ Social Studies/History – ○ Local and global perspectives ○ Social and Emotional Well-Being (7th grade interviews, task room data, PBS survey) ○ Values and Habits of Honesty, Persistence, Inquiry, Collaboration, Resourcefulness, Citizenship, Passion 			FEB FEB OCT SEP JUN APR NOV MAY MAR
Global Executive Constraint (2.0)	Internal	Annually	MAR
Treatment of Students (2.1)	Internal	Annually	MAY
Treatment of Staff (2.2)	Internal	Annually	MAY
Financial Condition And Activities (2.3)	Internal	Quarterly	JAN, APR JUN, OCT

Financial Planning And Budgeting (2.4)		Internal	Quarterly	OCT, NOV DEC, JAN
Emergency Supt. Succession	(2.5)	Internal	Annually	OCT
Asset Protection (2.6)		Internal	Annually	NOV
Compensation And Benefits (2.7)		Internal External	Annually Annually	NOV NOV
Communication and Support (2.8)		Direct Inspection	Annually	APR

	Beeman	Bristol	Lincoln	Monkton	Mt. Abraham	Robinson
Date Warned	11/16/10	11/16/10	11/16/10	11/16/10	11/16/10	11/16/10
Date Adopted	12/14/10	12/13/10	12/20/10	12/9/10	12/7/10	12/8/10