

MPS Board-Superintendent Relationship Policies

3.0 Board-Superintendent Relationship

The Board will direct the operational organization only through the Superintendent.

3.1 Unity of Control

Only decisions of the full Board acting as an entity are binding on the Superintendent.

Accordingly:

- 1) Decisions or instructions of individual Board members, officers, and committees are not binding on the Superintendent.
- 2) In the case of Board members or committees requesting information or assistance without Board authorization, the Superintendent may refuse such requests that, in the Superintendent's opinion, require a material amount of staff time or resources or the are disruptive or unreasonable. In such cases, the Superintendent will redirect the request to the full Board for authorization.

3.2 Accountability of the Superintendent

The Superintendent is the Board's only link to the operation of the district. All authority over and accountability of staff is considered to be the responsibility 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 formally evaluate any staff member other than the Superintendent.
- 3) Except as required by law or negotiated agreement, the Board will not participate in decisions or actions involving the hiring of any employee other than the Superintendent, Educational and Curriculum Director, Support Services Coordinator, Business Manager, Director of Facilities, and principals.
- 4) Except as required by law or negotiated agreement, the Board will not participate in decisions or actions involving the evaluating, disciplining, or dismissal of any employee other than the Superintendent. (Individual Board members are allowed to participate in the hiring process on the same terms as other citizens.)

3.3 Delegation to the Superintendent

The Board will instruct the superintendent through written policies that prescribe the district Ends to be achieved and describe operational situations and actions to be avoided, and will allow the superintendent to use any reasonable interpretation of those policies.

Accordingly:

- 1) The Board will develop policies instructing the superintendent to achieve defined results for identified 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.
- 2) The Board will develop policies that limit the latitude the superintendent may exercise in choosing the district's means. These policies will be developed systematically from

the broadest, most general level to more defined levels, and they will be called Superintendent Limitations policies.

- 3) As long as the superintendent uses any reasonable interpretation of the Board's Ends and Superintendent Limitations policies, the Superintendent is authorized to establish all further administrative policies, make all decisions, take all actions, establish all practices and develop all activities the superintendent deems appropriate to achieve the Board's Ends policies.
- 4) The Board may change its Ends and Superintendent Limitations 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. However, as long as any Board-specified delegation of authority is in place, the Board will respect and support any reasonable interpretation of its policies, even though Superintendent choices may not be the choices the Board or its members may have made.

3.4 Monitoring Superintendent Performance

Superintendent job performance will be monitored systematically only against the Superintendent job expectations: organizational accomplishment of the Board's *Ends* policies, and organizational operation within the boundaries established in the Board's *Executive Limitations* policies. The Board will view Superintendent performance as being identical to organizational performance.

Accordingly:

- 1) Monitoring determines the degree to which Board policies are being met. 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 and Superintendent Limitations policies by one or more of three methods:
 - a. By **internal report**, in which the Superintendent discloses and certifies 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.
 - c. By **direct Board inspection**, in which the Board assesses compliance with the appropriate policy criteria.
- 3) In every case, the performance standard for Superintendent Limitations policies shall be whether the Superintendent has reasonably interpreted and complied with the policy being monitored. For Ends policies, the standard shall be whether the superintendent has reasonably interpreted and has made reasonable progress toward achieving the Board's policies. The Board will make the final determination as to whether a Superintendent interpretation is reasonable, compliance has been achieved, or whether reasonable progress is being made.
- 4) All policies that instruct the Superintendent will be monitored on a schedule and by a method chosen by the Board. The Board may monitor any policy at any time by any method, but as a rule will depend upon the following schedule and method.

| Executive Limitations Policy | Method | Month(s) |
|---|----------------------|-------------------|
| 2.0 Global Executive Constraint | Internal | October |
| 2.1 Treatment of Parents, Guardians, Students, and Citizens | Internal Board | June March |
| 2.2 Treatment of Staff | Internal | July |
| 2.3 Financial Condition and Activities | Internal External | July November |
| 2.4 Financial Planning and Budgeting | Internal Board | November March |
| 2.5 Emergency Superintendent Succession | Internal | April |
| 2.6 Asset Protection | Internal | May |
| 2.7 Compensation and Benefits | Internal | March |
| 2.8 Communication and Support to the Board | Internal Board | February June |

- 5) 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 the Board policies on Ends and Superintendent Limitations. The Board will draw conclusions and discuss the evaluation amongst themselves in closed session. The Board Chair will prepare a written evaluation document based on that discussion. Finally, the Superintendent and the full Board will review and finalize the document in closed session.

The evaluation document will consist of:

- a. A summary of the data derived during the year from monitoring the Board's policies on Ends and Superintendent Limitations;
- b. Conclusions based upon the Board's prior action during the year relative to whether each End has been achieved or 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 operated properly within the boundaries established by the Superintendent Limitations policies;

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 and continuing discretion of the Board.

Date Warned: June 8, 2007

Date Adopted: July 1, 2007