

**Lansing Christian School Board
Policies for Ends and Governance
Approved June, 2001
Last revised August 17, 2009**

ENDS (E) POLICIES (Ends policies approved April 10, 2002)

E1: GLOBAL ENDS POLICY OF LANSING CHRISTIAN SCHOOL

Children of Christian parents will be intellectually developed, spiritually healthy, socially skilled, and physically fit followers of Jesus Christ who occupy their places worthily in their families, society, church and state. They will be educated at a cost sufficient to achieve desired results.

E2a: INTELLECTUAL ENDS FOR STUDENTS

Lansing Christian students will be intellectually developed Christian individuals, appropriate for their age and ability, who

1. Reach their academic and intellectual potential.
2. Meet the academic requirements of the LCS Curriculum, as accredited by the Michigan Association of Non-public Schools.
3. Integrate Christian Biblical perspectives into all academics and intellectual pursuits.
4. Assume responsibility for their academic progress.
5. Use critical thinking, creativity, logic, and common sense to effectively make decisions and solve problems.
6. Appreciate and participate in the visual and performing arts.
7. Possess a passion for learning. (Adopted 6/12/06)
8. Identify their talents and interests and potential uses for them in God's Kingdom. (Adopted 6/12/06)

E2b: SPIRITUAL ENDS FOR STUDENTS

Lansing Christian students will be spiritually healthy Christian individuals, appropriate for their age, who

1. Possess a passion for worship, prayer, Bible study, and applying Biblical truth in their lives. (Revised 6/12/06)
2. Exhibit a well-developed moral conscience.
3. Seek God's will in all of their lives and demonstrate Christ-like conduct. (Revised 6/12/06)
4. Express their faith in and relationship with Jesus Christ.
5. Respect denominational and theological differences, and celebrate the unity we have in Christ.
6. Are good stewards of Creation and all the gifts God has given us.
7. Actively participate and contribute in a community church.

E2c: SOCIAL ENDS FOR STUDENTS

Lansing Christian students will be socially skilled Christian individuals, appropriate for their age and ability, who

1. Exhibit appropriate emotional maturity and self-confidence.
2. Demonstrate a loving attitude in social interactions.
3. Know how to work in teams.
4. Have healthy relationships with their families.
5. Respect and honor fellow students and parents, teachers, and others in authority.
6. Choose friends who will encourage their Christian faith.
7. Respect racial and cultural differences.
8. Assume responsibility for their attitudes, actions and goals.
9. Participate as citizens in their state and society.

E2d: PHYSICAL ENDS FOR STUDENTS

Lansing Christian students will be physically fit Christian individuals, appropriate for their age and ability, who

1. Regard their bodies as God's temple and use them to glorify Him.
2. Possess the desire and ability to maintain a healthy lifestyle.
3. Appreciate and participate in a variety of sports and other physical activities.

E2e: COST

These ends will be achieved at a cost which is sufficient to achieve desired results and is reasonable and relevant to the current economic conditions in the local geographic area and the tuition costs of CSI schools in the Michigan district. (Revised 6/12/06)

POLICIES FOR EXECUTIVE LIMITATIONS (EL)**EL1: GLOBAL GOVERNANCE COMMITMENT**

The superintendent shall not cause or allow any practice, activity, decision or organizational circumstance that violates clear scriptural mandates, commonly accepted business and professional ethics, the law, common business prudence, or the stated beliefs or doctrine of Lansing Christian School (LCS).

EL2a: RELATIONSHIP WITH PARENTS, STUDENTS, AND OTHER PUBLICS

With respect to interactions with parents, students and other publics, the superintendent shall not cause or allow conditions, procedures or decisions that are unsafe, undignified, insensitive, unnecessarily intrusive or that fail to provide appropriate confidentiality or privacy.

Accordingly, the superintendent shall not:

1. Use methods of collecting, reviewing, transmitting or storing personal information that fail to protect against improper access to the material elicited.
2. Fail to establish with publics a clear understanding of what may be expected and what may not be expected from services offered and fees assessed.
3. Fail to encourage parental involvement in the life of the school, including classroom participation (Adopted 6/12/06)
4. Allow student disciplinary actions and other inappropriate behavior to go unreported and/or unresolved with parents of all parties involved. (Adopted 6/12/06)
5. Allow LCS sponsorship of activities that would be offensive to parents or students.
6. Fail to provide a grievance process to those who believe they have not been accorded a reasonable interpretation of their rights under this policy.
7. Fail to seek and consider the input of parents in evaluation of the job performance of employees. (Adopted 10/11/04)
8. Fail to recognize volunteers in a timely fashion (Adopted 6/12/06)

EL2b: RELATIONSHIP WITH STAFF

With respect to relationship with paid and volunteer staff, the superintendent shall not cause or allow conditions, procedures or decisions that are unsafe, unfair, undignified, insensitive, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

Accordingly, the superintendent shall not:

1. Operate without written personnel policies that clarify personnel rules for staff, and provide for effective handling of grievances.
2. Allow inappropriate staff actions or classroom incompetence to go unnoticed, unreported and unresolved with all parties involved. (Adopted 6/12/06)
3. Fail to acknowledge staff accomplishments and outstanding performance in a timely manner. (Adopted 6/12/06)
4. Prevent staff from grieving to the board when the employee alleges either that board policy has been violated to his or her detriment or that board policy does not adequately protect his or her human rights.
5. Evaluate employees and candidates for employment other than by the requirements set forth in the personnel policies handbook, their own job-related qualifications and job performance.
6. Fail to acquaint staff with their rights under this policy.
7. Fail to ensure that all employees are evaluated annually and provided with a written copy of the evaluation. (Adopted 10/11/04)

EL2c: FINANCIAL PLANNING AND BUDGETING

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the board Ends priorities, risk fiscal jeopardy or fail to be derived from a multi-year plan.

Accordingly, the superintendent shall not:

1. Allow budgeting that contains too little information to enable
 - a. reasonably accurate projection of revenue and expenses
 - b. separation of capital and operational items
 - c. determination of cash flow
 - d. audit trails
 - e. planning assumptions
2. Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
3. Reduce the current assets of LCS at any time to less than current liabilities.
4. Provide less for board prerogatives during the year than is set forth in the "Cost of Governance" policy.
5. Fail to review the working Strategic Plan (including site plan review) with the Board on an annual basis.
(Adopted 6/12/06)

EL2d: FINANCIAL CONDITION AND ACTIVITIES

With respect to operating the school in a sound and prudent fiscal manner, the superintendent shall not allow the development of fiscal jeopardy or a material deviation from board priorities established in Ends policies.

Accordingly, the superintendent shall not:

1. Expend more funds than have been received in the fiscal year to date, unless the debt guideline (#2 below) is met.
2. Allow a year-to-date deviation of more than 5% or \$5,000 in any major budget income or expense category.
3. Approve payments over \$50,000 without the consent of the school board (Adopted 3/8/04).
4. Indebt the organization in an amount greater than can be repaid by certain otherwise encumbered revenues within sixty days.
5. Conduct interfund shifting in amounts greater than can be restored to a condition of discrete funds balances by certain, otherwise unencumbered revenue within ninety days.
6. Use any long-term reserves.
7. Use earnings from endowment funds for any purpose other than that expressly designated by the board.
8. Fail to settle payroll and debts in a timely manner.
9. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
10. Acquire, encumber or dispose of real property.
11. Fail to aggressively pursue receivables according to operational policies and procedures. (Adopted 6/12/06)
12. Fail to notify and seek board approval before undertaking any legal action on behalf of the school.
(Adopted 6/12/06)
13. Jeopardize the tax-exempt status of the school.

EL2e: EMERGENCY SUPERINTENDENT SUCCESSION

In order to protect the board from sudden loss of superintendent services, the superintendent may have no fewer than one other executive familiar with board and superintendent issues and processes.

EL2f: PROTECTION OF ASSETS

The superintendent shall not allow assets of LCS, financial or otherwise, to be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, the superintendent shall not:

1. Allow any one individual to have exclusive involvement in any financial transaction relating to accounting for monies received, deposit of monies in financial institutions, distribution of cash, preparation and execution of vendor contracts and negotiable instruments, and reconciliation of account statements.
2. Allow unbonded personnel access to material amounts of funds.

3. Allow the inventory of LCS property to become outdated.
4. Fail to protect property, information and files from loss, theft or significant damage.
5. Fail to insure against theft and casualty losses to at least eighty percent of replacement value and against liability losses to board members, staff and LCS itself in an amount greater than the average for comparable organizations.
6. Invest or hold operating capital in unsecured instruments, including uninsured checking accounts and bonds of less than AA rating or in non-interest-bearing checking accounts, except where necessary to facilitate ease in operational transactions.
7. Endanger the public image or credibility of LCS, particularly in ways that would hinder the accomplishment of its mission.

EL2g: COMPENSATION AND BENEFITS

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the superintendent shall not cause or allow jeopardy to fiscal integrity or public image.

Accordingly, the superintendent shall not:

1. Change his or her own compensation and benefits.
2. Deviate from a set of written and publicly-available guidelines for employee compensation and benefits (including tuition reductions) and from uniform salary increases without written and filed justification based on merit. Such justification must be closely aligned with each employee's annual evaluation. (Adopted 10/11/04)
3. Materially change, alter or create job duties, pay scales or benefit levels during a fiscal year which have not been approved by the Board as part of the budgeting process for that fiscal year. Any such changes to budget during a fiscal year must be reviewed with the Board and have revenue streams identified which will make such a proposal budget-neutral. (Revised 6/12/06)
4. Promise or imply permanent or guaranteed employment.
5. Establish current compensation and benefits that materially exceed those in the geographic or professional market for the skills employed.
6. Create compensation obligations over a longer term than revenues can be safely projected, in no event longer than one year, and in all events subject to losses in revenue.
7. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
 - a. Incur unfunded liabilities
 - b. Allow any employee to lose benefits already accrued from any foregoing plan.
 - c. Treat the superintendent differently from other key employees.

EL2h: COMMUNICATION AND SUPPORT TO THE BOARD

The superintendent shall not permit the board to be uninformed, misinformed or unsupported in its work.

Accordingly, the superintendent shall not:

1. Neglect to submit monitoring data required by the board (see policy on *Monitoring Superintendent Performance*) in a timely, accurate and understandable fashion, directly addressing provisions of board policies being monitored.
2. Let the board be unaware of relevant trends, public events of the school, anticipated adverse media coverage, material external and internal changes, particularly changes in personnel or staff/faculty responsibilities and in the apparent assumptions upon which any board policy has previously been established. (Revised 3/26/01)
3. Fail to advise the board if, in the superintendent's opinion, the board is not in compliance with its own policies on *Governance Process* and *Board-Superintendent Linkage*, particularly in the case of board behavior that is detrimental to the work relationship between the board and the superintendent.
4. Fail to marshal for the board as many staff and external points of view, issues and options as needed for fully informed board choices.
5. Fail to present information concisely.
6. Present information that fails to differentiate among information of three types: monitoring, decision preparation, and other.

7. Fail to deal with the board as a whole except when fulfilling individual requests for information or responding to officers or committees duly charged by the board.
8. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board.
9. Fail to supply for the consent agenda all items delegated to the superintendent yet required by law or contract to be board-approved.
10. Fail to provide board members with adequate time (at least 5 days) to review proposed budgets before decision-making meetings. (Adopted 6/13/05)
11. Communicate decisions of the board to the Association without obtaining the board's express consent to the final document. (Adopted 6/13/05)

EL2i: ADMINISTRATIVE CLARITY

The superintendent may not operate without (1) written procedures to assure operational/administrative continuity and (2) written operational policies and procedures known and available to employees.

POLICIES FOR GOVERNANCE PROCESS (GP)

GP1: GLOBAL GOVERNANCE COMMITMENT

The Lansing Christian School Board is responsible to God, the Source of all wisdom, and will seek His divine will in all matters coming before it.

The purpose of the board, in response to our duty to God and on behalf of (1) the parents or guardians of LCS students, (2) those persons or organizations who support the school, (3) the churches whose members are employed by or who have children enrolled in LCS, and (4) those in the larger community who are impacted by LCS, is to ensure that LCS achieves results consistent with its ends policies while avoiding unacceptable actions and situations.

GP2a: GOVERNING STYLE

The board will govern with an emphasis on (1) outward vision rather than internal preoccupation, (2) encouragement of expression of various points of view while seeking unity of spirit, (3) strategic leadership more than administrative detail, (4) clear distinction of board and superintendent roles, (5) collective rather than individual decisions, (6) future rather than past or present, and (7) proactively rather than reactivity.

Accordingly,

1. The board will cultivate a sense of group responsibility. The board, not the staff, will be responsible for excellence in governing. The board will be the initiator of policy, not merely a reactor to staff initiatives. The board will use the expertise of individual members to enhance the ability of the board as a body rather than to substitute individual judgments for the board's values. The board will allow no officer, individual or committee of the board to hinder or be an excuse for not fulfilling board commitments.
2. The board will direct, control and inspire Lansing Christian School through the careful establishment of broad, written policies reflecting the board's values and perspectives about ends to be achieved and means to be avoided. The board's major policy focus will be on the intended long-term impacts outside the school, not on the administrative or programmatic means of attaining those impacts.
3. The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles and ensuring continuance of governance capability. Continual board development will include orientation of new board members in the board's governance process and periodic board discussion of process improvement.
4. The board will monitor and discuss the board's process and performance at each meeting. Self-monitoring will include comparison of board activity and discipline to policies in the *Governance Process* and *Board-Superintendent Linkage* categories.
5. The board will strive for unity in its decisions, but a simple majority of the nine members is sufficient when voting. The written policies of the board may be revised by a simple majority, but revisions must be proposed at least one month before the vote to allow all members a chance to voice opinions. (Adopted 6/12/06)

GP2b: BOARD JOB DESCRIPTION

The job of the Lansing Christian School's board is to demand appropriate organizational performance.

Accordingly,

1. The board will produce and maintain the link between LCS and those for whom the school's mission is pursued.
2. The board will produce written governing policies that, at the broadest levels, address each level of organizational decision.
 - a. *Ends*: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for what recipients at what cost).
 - b. *Executive Limitations*: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - c. *Governance Process*: Specification of how the board conceives, carries out and monitors its own task.
 - d. *Board-Superintendent Linkage*: How power is delegated and its proper use is monitored; the superintendent role, authority and accountability.
3. The board will produce assurance of superintendent performance against 2a and 2b.
4. The board will act as the final arbiter in any grievance brought between staff or association members and administration. The board will act in such a capacity only after the grievance procedure outlined in the Lansing Christian School Administrative Manual or Faculty Handbook has been satisfied. (Adopted 1/9/2006)
5. The Board shall respond promptly to all written correspondence from Administration, Faculty and Association members. Specifically, the Board shall respond upon receipt of any correspondence indicating when the matter will be discussed with the full Board, and following discussion the Board shall respond with an explanation of direction or action on the matter. The Board Secretary shall be responsible for acknowledging correspondence received (see GP2d4.) Follow up response may be delegated by the Board Chairman to any Board member. Directed follow up will be approved by the whole Board and noted in the appropriate Board meeting minutes. (Adopted 6/11/07)

GP2c: CHAIRPERSON'S ROLE

The chairperson assures the integrity of the board's process and, secondarily, occasionally represents the board to outside parties.

Accordingly,

1. The job result of the chairperson is that the board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - a. Meeting discussion content will be only those issues which, according to board policy, clearly belong to the board to decide, not the superintendent.
 - b. Deliberation will be fair, open and thorough, but also timely, orderly and kept to the point.
2. The authority of the chairperson consists in making decisions that fall within topics covered by board policies on *Governance Process* and *Board-Superintendent Linkage*, except where the board specifically delegates portions of this authority to others. The chairperson is authorized to use any reasonable interpretation of the provisions in these policies.
 - a. The chairperson is empowered to chair board meetings, with all the commonly accepted power of that position.
 - b. The chairperson has no authority to make decisions about policies created by the board within *Ends* and *Executive Limitations* policy areas. Therefore, the chairperson has no authority to supervise or direct the superintendent.
 - c. The chairperson may represent the board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
 - d. The chairperson may delegate this authority but remains accountable for its use.
 - e. The chairperson has the authority to determine when topics/decisions considered by the board require discussion in an Executive Session. Executive Session discussions will be reserved for those topics that require a high degree of privacy for frank discussion and confidentiality of information being discussed. (Adopted 12/12/2005)

GP2d: SECRETARY'S ROLE

The Secretary will be responsible to the board for assuring the integrity of board records and documents. Accordingly, the Secretary will have responsibility to:

1. Note any inconsistencies in board actions and report them to the board.
2. Attest formally to the legitimacy of board and association documents by affixing thereto her/his signature.
3. Maintain an Executive Session file. The Executive Session file will serve as a source of reference to the Board regarding discussions/decision made, however the information contained therein will remain with the Secretary and not become part of the official Board minutes. (Adopted 12/12/05).
4. Acknowledge all written correspondence to the Board from Administration, faculty or Association members. Acknowledgement shall include reference to the date/time when the correspondence will be discussed by the Board.

GP2e: ELECTION OF OFFICERS

Board officers shall be elected by majority vote of the Board at the July meeting. The Superintendent shall preside over the election process and then immediately turn the meeting over to the newly elected Chairperson. The agenda development for the July meeting shall be the responsibility of the Board Chair, with election of officers being the first item on the agenda.

The longest serving outgoing board member shall oversee nominations for officers at the June meeting. This person shall also contact Board members prior to the June meeting to solicit interest and potential nominations as well as secure an individual Board member's approval to be nominated before the June meeting.

If there are no outgoing Board members, the Superintendent shall act in place of the outgoing Board member. (Adopted 5/10/2004)

GP2f: BOARD MEMBERS' CODE OF CONDUCT

The board commits itself and its members to biblical, ethical, professional and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.

Accordingly,

1. Members must represent unconflicted loyalty to the interests of those for whom the school's mission is pursued. This accountability supercedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. It also supercedes the personal interest of any board member acting as a consumer of LCS services.
2. Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - a. There must be no self-dealing or any conduct of private business or personal services between any board member and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to inside information.
 - b. When the board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote but also from deliberation.
 - c. Board members must not use their positions to obtain employment for themselves, family members or close associates. Should a member desire employment, he or she must first resign.
 - d. Members will annually disclose their involvements with other organizations, vendors or any other associations that might produce a conflict.
3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.
 - a. Members' interaction with the superintendent or with staff must recognize the lack of authority vested in individuals except when explicitly board-authorized.
 - b. Members' interactions with public, press or other entities must recognize the same limitation and inability of any board member to speak for the board except to repeat explicitly stated board decisions.

- c. Members will give no consequence or voice to individual judgments of superintendent or staff performance.
4. Members will respect the confidentiality appropriate to issues of a sensitive nature.

GP2g: BOARD COMMITTEE PRINCIPLES

Board committees, when used, will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from board to superintendent.

1. Board committees are to help the board do its job, never to help or advise the staff. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation. In keeping with the board's broader focus, board committees will normally not have dealings with current staff operations.
2. Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the superintendent.
3. Board committees cannot exercise authority over staff. Because the superintendent works for the full board, he or she will not be required to obtain approval of a board committee before an executive action.
4. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a board committee that has helped the board create policy on some topic will not be used to monitor organizational performance on that same topic.
5. Committees will be used sparingly and ordinarily in an *ad hoc* capacity.
6. This policy applies to any group that is formed by board action, whether or not it is called a committee and regardless whether the group includes board members. It does not apply to committees formed under the authority of the superintendent.

GP2h: BOARD MEMBER RESOURCES, EDUCATION AND TRAINING

The board will invest in its governance capacity.

Accordingly,

1. Board skills, methods and supports will be sufficient to assure governing with excellence.
 - a. Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understandings.
 - b. Outside monitoring assistance will be arranged so the board can exercise confident control over organizational performance. This includes, but is not limited to, fiscal audit.
 - c. The board will solicit input as needed to ensure its ability to listen to viewpoints and values of those it represents.
2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior governance capability. To ensure that each annual budget includes sufficient resources to achieve governance excellence, the board shall annually evaluate board resource, education and training needs in December.
 - a. Up to \$2,500 in fiscal year 2001-2002 for training, including attendance at conferences and workshops.
 - b. Up to \$10,000 in fiscal year 2001-2002 for audit and other third-party monitoring of organizational performance.
 - c. Up to \$5,000 in fiscal year 2001-2002 for surveys, focus groups, opinion analyses and meeting costs.

GP2i: AGENDA PLANNING

To accomplish its purpose with a governance style consistent with board policies, the board will follow an annual agenda that (1) completes re-exploration of Ends policies annually and (2) continually improves board performance through board education and enriched input and deliberation.

Accordingly,

1. The agenda cycle will conclude each year on the last day of December so administrative planning and budgeting can be based on accomplishing a one-year segment of the board's most recent statement of long-term *Ends*.
2. The cycle will start with the board's development of its agenda for the next year.

- a. Methods of gaining ownership input will be determined and arranged in the 1st quarter, to be implemented during the balance of the calendar year.
- b. Governance education and education related to *Ends* determination will be arranged in the 1st quarter, to be implemented during the balance of the calendar year.
3. Throughout the year, the board will handle consent agenda items as quickly as possible.
4. Superintendent monitoring will be included on the agenda if monitoring reports show policy violations or if policy criteria are to be debated.
5. Superintendent remuneration will be decided during the month of December after a review of monitoring reports received during the previous 12 months.

GP2j: BOARD / FOUNDATION RELATIONSHIP (ADOPTED 05/12/08)

1. The President of the LCS school board *or appointee (adopted 08/17/09)* and the Superintendent of LCS shall be an ex officio Director of the LCS Foundation Board. (adopted 05/12/08)
2. The LCS school board shall not request funds from the LCS Foundation to be used as a loan to cover costs. (adopted 05/12/08)

GP2k: BOARD / HIDDEN TREASURES RELATIONSHIP (ADOPTED 05/12/08)

1. The school board shall appoint one member to act as a liaison to the HT Board. Term shall be one year. (adopted 05/12/08)

POLICIES FOR BOARD-SUPERINTENDENT LINKAGE (BSL)**BSL1: GLOBAL BOARD-SUPERINTENDENT LINKAGE POLICY**

The board's sole official connection to the operating organization, its achievement and conduct will be through the superintendent.

BSL2a: UNITY OF CONTROL

Only decisions of the board acting as a body 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 are disruptive or require, in the superintendent's opinion, a material amount of staff time or funds.

BSL2b: ACCOUNTABILITY OF THE SUPERINTENDENT

The superintendent is the board's only link to operational achievement and conduct, in 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 superintendent performance as that which accomplishes *ends* policies and follows *executive limitations*.

BSL2c: DELEGATION TO THE SUPERINTENDENT

The board will instruct the superintendent through written policies that prescribe the ends to be achieved and describe 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 certain results for certain 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 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*.
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 develop all activities.
4. Should the superintendent deem it necessary to depart from a board policy, the superintendent shall inform the board as soon as practical. Board response, either approving or disapproving, does not exempt the superintendent from subsequent board judgment of the action nor does it curtail any executive decision.
5. 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. However, as long as any particular delegation is in place, the board will respect and support the superintendent's choices.

BSL2d: MONITORING SUPERINTENDENT PERFORMANCE

The board will systematically and rigorously monitor superintendent job performance solely against expected superintendent job outputs: accomplishment of board policies on “Ends” and operation within the boundaries of board policies on “Executive Limitations”.

Accordingly,

1. The board will acquire monitoring data by one or more of three methods:
 - a. by **internal report**, in which the superintendent discloses 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, and
 - c. by **direct board inspection**, by which a designated member or members of the board assess compliance with the appropriate policy criteria.
2. In every case, the standard for compliance shall be *any reasonable superintendent interpretation* of the board policy being monitored.
3. 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 upon a routine schedule. This schedule is presented in Tables BSL1.1 and BSL1.2. (revised 11/8/04)
4. Monitoring is simply to determine the degree to which board policies are being met. Data that do not do this will not be considered to be monitoring data.

Table BSL1.1: Monitoring Methods and Frequency (revised 10/11/04)

<u>Policy</u>	<u>Method</u>	<u>Frequency</u>
<i>E2a: Intellectual ends</i>	Internal	Annually
	Direct inspection	Annually
<i>E2b: Spiritual ends</i>	Internal	Annually
	Direct inspection	Annually
<i>E2c: Social ends</i>	Internal	Annually
	Direct inspection	Annually
<i>E2d: Physical ends</i>	Internal	Annually
	Direct inspection	Annually
<i>E2e: Cost</i>	Internal	Annually
	Direct inspection	Annually
<i>EL2a: Relationship with Parents, Students & Other Publics</i>	Internal	Annually
	Direct inspection	Annually
<i>EL2b: Relationship with Staff</i>	Internal	Annually
	Direct inspection	Annually
<i>EL2c: Financial Planning and Budgeting</i>	Internal	Spring and Fall
<i>EL2d: Financial Condition and Activities</i>	Internal	Monthly
	External	Annually
<i>EL2e: Emergency Superintendent Succession</i>	Internal	Annually
<i>EL2f: Protection of Assets</i>	Internal	Annually
<i>EL2g: Compensation and Benefits</i>	Internal	Annually
	Direct inspection	Annually
<i>EL2h: Communication & Support to the Board</i>	Direct inspection	Annually
<i>EL2i: Administrative Clarity</i>	Direct inspection	Annually

