

***Policy Type: Board/Superintendent Relationship***

**Governance-Management Connection**

The Board's main connection to the operational organization of the school district and the avenue through which the Board's policies are put into action is the Superintendent, except as otherwise required by law.

The Board values communication with all staff and will create and welcome opportunities for effective communication with staff. With regard to concerns raised in such communication, the Board commits itself to acting on policy concerns only through written Board policy and to acting on operational concerns through bringing the concern to the Superintendent and, if necessary for the safety and/or integrity of the students and/or school, to the appropriate or responsible staff member.

Adopted: November 2000

Revised 2/26/2004

Revised 7/27/2004

***Monitoring Method: Board self-assessment***

***Monitoring Frequency: Annually in June***

***Policy Type: Board/Superintendent Relationship***

**Unity Of Control**

Only decisions of the Board acting as an entity 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 resources or that are disruptive or unreasonable

Revised 2/26/2004

***Monitoring Method: Board self-assessment***

***Monitoring Frequency: Annually in June***

**Policy Type: Board/Superintendent Relationship****Accountability of the Superintendent**

Except in emergency situations of health and safety, the Superintendent is the Board's link to the operational organization of the school district. All authority and accountability of staff, as far as the Board is concerned, is considered to be the responsibility of the Superintendent, except as otherwise provided by law.

Accordingly:

1. Except in emergency situations, the Board will avoid giving instructions to persons who report directly or indirectly to the Superintendent, except as otherwise authorized or required by law.
2. The Board will bring concerns regarding operations of the school district raised in communication between students, parents, staff and community members and the Board to the Superintendent and, if necessary, to the appropriate or responsible staff member. (see B/SR-1)
3. The Board shall not be responsible for formally evaluating any staff member other than the Superintendent; however this shall not prevent the Board, in exercising its legal responsibilities, from making, exercising or considering judgments regarding staff members
4. The Board will view successful Superintendent performance as identical to organizational performance and as organizational accomplishment as reflected in the Board's *Directional* policies and compliance with the Board's *Executive Limitations* policies.

Adopted: November 2000

Revised 2/26/2004

Revised 7/27/2004

Revised 1/27/2005

**Monitoring Method: Board self-assessment**

**Monitoring Frequency: Annually in June**

**Policy Type: Board/Superintendent Relationship****Delegation to the Superintendent**

The Board will instruct the Superintendent through written policies which prescribe the organizational directions to be achieved and describe organizational situations and actions to be taken or avoided, allowing the Superintendent to use any reasonable interpretation, as determined by the Board, of these policies.

Accordingly:

1. The Board will develop policies instructing the Superintendent to achieve certain results for certain recipients in a fiscally responsible manner. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called *Directional* policies
2. The Board will develop policies which 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 *Directional* and *Executive Limitations* policies, the Superintendent is authorized and directed to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities consistent with law and Board policy
4. The Board may change its *Directional* 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 the Board has delegated authority, it will respect and support any reasonable interpretation of its policies

Revised 2/26/2004

Revised 7/27/2004

**Monitoring Method: Board self-assessment**

**Monitoring Frequency: Annually in June**

## ***Policy Type: Board/Superintendent Relationship***

### **Monitoring Superintendent Performance**

Superintendent job performance will be monitored systematically and rigorously against the Superintendent job expectations which are limited to organizational accomplishment of Board's *Directional* policies and organizational operation within the boundaries established in the Board's *Executive Limitations* policies.

Accordingly:

1. Monitoring determines the degree to which board policies are being met. Information that does not contribute to this purpose is not considered monitoring data
2. The Board will acquire monitoring data on *Directional* and *Executive Limitations* policies 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, objective third party selected by the Board assesses compliance with Board policies
  - c. By direct Board assessment, in which the Board assesses compliance by comparing the appropriate policy criteria with results achieved or means used.
3. In every case, the standard for compliance shall be whether the Superintendent has reasonably interpreted the Board policy being monitored. The Board will make the final determination as to whether a Superintendent interpretation is reasonable.

If the monitoring data is not meeting the Board's needs, the Board will revise the policy to include more specific instructions in the monitoring directions contained at the bottom of the policy.

4. All policies which instruct the Superintendent will be monitored at a frequency and by a method chosen by the Board. The Board may monitor any policy at any time by any method, but ordinarily will depend on the following schedule and method:

Internal Reports in:

<b>February</b>	
EL-1	Global Executive Constraint
EL-2	Emergency Superintendent Succession
EL-4	Communication & Counsel to the Board
EL-10	Student Conduct, Discipline and Attendance
<b>May</b>	
EL-3	Development of Administrative Policy
EL-6	Educational Program
EL-8	School Year Calendar
EL-11	School Safety
EL-14	Staff Evaluation
EL-15	Budgeting
<b>August</b>	
EL-5	Commitment to Accomplishment & Accountability
EL-7	Instructional Materials Selection and Adoption
EL-9	Treatment of Students, Parents, and Community
EL-12	Staff Treatment
EL-13	Staff Compensation
EL-17	Asset Protection
EL-18	Administration of Transportation
EL-19	Scope of Transportation Services
EL-20	Transportation Orientation of Students/Parents
<b>Monthly</b>	
EL-16	Financial Management (Monthly Financial Reports)

5. Each July, at the monthly workshop the Board will conduct a formal summative evaluation of the Superintendent. The summative evaluation will be based primarily upon data derived during the year from monitoring Board *Directional* and *Executive Limitations* policies. A written evaluation document will be prepared by the Board and will be discussed in detail with the Superintendent. The Superintendent will have the opportunity to review the document with the Board in executive session. The report will be signed by the Superintendent and the president of the Board and will be placed in the Superintendent's personnel file.

The evaluation document will consist of:

- a. A summary of the data derived throughout the year from monitoring the Board's *Directional* and *Executive Limitations* policies

- b. Conclusions relative to whether reasonable progress has been made toward the achievement of each Directional policy
- c. Conclusions relative to whether the Superintendent has properly operated within the boundaries established in the *Executive Limitations* policies
- d. An improvement plan addressing any insufficient progress toward meeting the *Directional* policies
- e. An improvement plan addressing any deficiencies in operation within the boundaries of the *Executive Limitations* policies
- f. A summary of the Superintendent's strengths and weaknesses relative to achievement of the *Directional* policies and operation within the boundaries established in the *Executive Limitations* policies

Nothing in this policy will be construed to imply in any manner the establishment of any personal rights not explicitly established by statute, Board policy or contract. All employment decisions regarding the Superintendent remain within the sole and continuing discretion of the Board.

Reading #1: 2/20/01

Reading #2: 3/27/01

Reading #3: 4/24/01

Adopted: 4/24/01

Revised 2/26/2004

Revised 6/22/2005

LEGAL REFS.: C.R.S. 22-9-101 *et seq.* (*certificated personnel performance evaluation act*)

**Monitoring Method: Board self-assessment**

**Monitoring Frequency: Annually in June**

## Superintendent Summative Evaluation

**Superintendent:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**School Year:** \_\_\_\_\_

**Board Executive Limitations Policies:**

The following summarizes the data derived throughout the year from monitoring the Board's policies on Executive Limitation.

Policy	Reasonable Progress Made	Reasonable Progress Not Made
EL-1		
EL-2		
EL-3		
EL-4		
EL-5		
EL-6		
EL-7		
EL-8		
EL-9		
EL-10		
EL-11		
EL-12		
EL-13		
EL-14		
EL-15		
EL-16		
EL-17		
EL-18		
EL-19		
EL-20		

**Summary of strengths relative to operation within the limitations established by the Board's Executive Limitation Policies:**

**Summary of areas for improvement relative to operation within the limitations established by the Board's Executive Limitations Policies:**

**Improvement plan for addressing any deficiencies in operation within the limitations set forth in the Board's Executive Limitations Policies:**



**Board Directional Policies**

The following summarizes the data derived throughout the year from monitoring the Board's Directional policies.

<b>Policy</b>	<b>Reasonable Progress Made</b>	<b>Reasonable Progress Not Made</b>
DP-1		
DP-2		
DP-3		
DP-4		
DP-5		
DP-6		
DP-7		
DP-8		
DP-9		
DP-10		
DP-11		

**Summary of strengths relative to achievement to the Board's Directional Policies:**

**Summary of areas of improvement relative to achievement of the Board's Directional Policies:**

**Improvement plan for addressing any insufficient progress toward meeting the Board's Directional Policies:**

**Other recommendations for additional education and training:**

**Other comments:**

**Data relied upon:**

Superintendent and Board Executive Limitations Review and Directional Policies Review

Superintendent: \_\_\_\_\_ Date: \_\_\_\_\_

Board President: \_\_\_\_\_ Date: \_\_\_\_\_