

I. BOARD / SUPERINTENDENT RELATIONSHIP

The Board's primary connection to the operation of the district is the Superintendent.

BSR1 Unity of Control

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

Accordingly:

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 delegated such authority.

BSR2 Accountability of the Superintendent

The Superintendent is accountable to the Board. All authority over and accountability of staff is considered to be the responsibility of the Superintendent.

Accordingly:

1. As a rule, the Board will not 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. The Board will maintain qualifications and evaluations of the Superintendent on file.

BSR3 Delegations to the Superintendent

The Board will instruct the Superintendent through written policies that describe the district Ends or results to be achieved, describe the Board's expectations of the Superintendent, describe situations and actions to be avoided, and will allow the Superintendent to interpret those policies in a reasonable way.

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 District Ends policies. (See District Ends Policies, Sect. V)
2. The Board will develop policies that limit the latitude the Superintendent may exercise in choosing the means of achieving the stated Ends. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Superintendent Limitations. (See Superintendent Limits, Sect. II)
3. As long as the Superintendent uses a reasonable interpretation of the Board's Ends and 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 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 a reasonable interpretation of its policies, even though Superintendent choices may not be the choices the Board or its members may have made.

5. Where the State of Wisconsin requires a specific board policy on a given subject, the administrator shall write the policy with or without school board input. In those instances, the administrator will submit the policy to the school board for approval prior to going into effect (submitted in the consent agenda). These policies, once written and approved, shall be included in the policy book as a separate section unto itself.

BSR4 Monitoring Superintendent Performance

Superintendent job performance will be monitored systematically against the Board's policies. The Board will view Superintendent performance as being identical to the District's performance.

Accordingly:

1. Monitoring determines the degree to which board policies are being met. Information that does not contribute directly to this purpose is not considered monitoring data.
2. The Board will acquire monitoring data on Ends and 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 standard for compliance shall be whether the Superintendent has reasonably interpreted the Board policy being monitored and has met the Board's expectations for achieving its ends. The Board will make the final determination as to whether the Superintendent's interpretation is reasonable.
4. All policies that instruct the Superintendent will be monitored on 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. The Superintendent may select the methods to use in presenting the report, if not previously dictated by the Board.

<u>Superintendent Limitations Policies</u>	<u>Frequency</u>
SL1 Emergency Superintendent Succession	Annually
SL2 Treatment of Stakeholders	Annually
SL3 Staff Hiring and Treatment	Annually
SL4 Employee Compensation	Annually
SL5 Employee Evaluation	Annually
SL6 Budgeting / Financial Planning	Annually
SL7 Financial Administration	Semi-annually
SL8 Asset Protection	Annually
SL9 Communication and Counsel to the Board	Semi-annually
SL10 Standards-Based Academic Program	Annually
SL11 Instructional Materials Selection	Annually
SL12 District Calendar	Annually
SL13 Learning Environment	Annually
SL14 Extra-Curricular Program	Annually
SL15 Community Pool and Fitness Center	Annually

BSR5 Evaluation of the Superintendent:

Each December the Board will conduct a formal cumulative evaluation of the Superintendent. This evaluation will be based upon accumulated data derived from monitoring Board Ends and Limitations policies during the past year. The Board will prepare a written evaluation document. The Superintendent and the Board will review the document in executive session.

The purpose of the annual evaluation is to summarize the actions previously taken by the Board as it monitored Ends and Limitations policies during the year, and to draw conclusions on organizational performance and consequently the Superintendent's performance.

Following is the format to be used:

During the preceding year, the following policies were monitored by the Board, with acceptance of monitoring reports considered to be evidence of satisfactory organizational and Superintendent performance:

(List the policies monitored.)

(Copies of each Monitoring Report are appended.)

Based upon the Board's prior acceptance of these reports and the on-going monitoring of the organization's and the Superintendent's performance during the preceding year, the Board reaches the following conclusions relative to Superintendent performance:

Following is a summary of the Superintendent's strengths and weaknesses relative to the Superintendent's operation within the boundaries established by the Limitations policies and the Superintendent's progress toward achieving the Board's Ends policies:

Based upon the foregoing conclusions, the Board makes the following recommendations and decisions for the coming year:

Signed: _____, President

Date: _____

Signed: _____, Superintendent

Date: _____