



Board Management Delegation

4.0 Global Board Management Statement

The board's sole official connection to the operation of the school will be through the chief executive officer, referred to in Board Policies as the "Executive Director."

4.1 Unity of Control

Only officially passed motions of the board are binding on the Executive Director.

Accordingly:

4.1.1

Individual board members, officers, or committees shall not instruct or direct the Executive Director except in rare cases when the board has specifically authorized such exercise of authority. Board members, officers, and committees may provide ideas to the Executive Director and may advise the Executive Director if the Executive Director seeks such advice.

4.1.2

In the case of board members or committees requesting information or assistance without board authorization, the Executive Director can refuse such requests that require, in the Executive Director's opinion, a material amount of staff time or funds or is disruptive.

4.2 Accountability of Executive Director

The Executive Director 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 Executive Director.

Accordingly:

4.2.1

The board will not give instructions to persons who report directly or indirectly to the Executive Director without prior approval from the Executive Director.

4.2.2

The board will not evaluate, either formally or informally, any staff other than the Executive Director.



4.3 Delegation to the Executive Director

The board will instruct the Executive Director through written policies which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Executive Director to use any reasonable interpretation of these policies.

4.3.1

The board will develop policies instructing the Executive Director to achieve specified results, for specified beneficiaries at a specified relationship between cost and results. 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 above are Means issues.

4.3.2

The board will develop policies that limit the latitude the Executive Director may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the board, even if they were to be effective. These policies will be developed systematically from the broadest, most general level to more defined levels; they will be called Executive Limitations policies.

4.3.3

As long as the Executive Director uses any reasonable interpretation of the board's Ends and Executive Limitations policies, the Executive Director is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the Executive Director shall have full force and authority as if decided by the board.

4.3.4

The board may change its Ends and Executive Limitations policies, thereby shifting the boundary between board and Executive Director domains. By doing so, the board changes the latitude of choice given to the Executive Director. But as long as any particular delegation is in place, the board will respect and support the Executive Director's choices.

4.4 Monitoring Executive Director Performance

Systematic and rigorous monitoring of Executive Director performance will be solely against the only expected Executive Director job outputs: organizational accomplishment of any reasonable interpretation of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations, reasonably interpreted.



4.4.1

Monitoring is simply to determine whether or not expectations expressed in board policies have been met. Information that does not disclose this will not be considered to be monitoring information.

4.4.2

The board will obtain disclosure about the Executive Director's interpretations of the board policy being monitored from the Executive Director himself or herself.

4.4.3

The board will obtain data disclosing whether or not the Executive Director's interpretations have been accomplished using one or more of three methods: (a) by internal report, in which the Executive Director discloses the data to the board; (b) by external report, in which an external, disinterested third party selected by the board collects the data; and (c) by direct inspection, in which data are collected by the board, a designated board member or by designated board members.

4.4.4

In every case, the board will determine: (a) the reasonableness of the Executive Director's interpretations, using a "reasonable person test" rather than with interpretations favored by board members or the board as a whole. The board is the final arbiter of reasonableness. The board will also assess: (b) whether data demonstrate the accomplishment of the interpretation.

4.4.5

All policies that instruct the Executive Director 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 normally use a routine schedule.

Adopted: April 18, 2018