

### **Global Limitations on Director**

The Director shall not cause or allow any practice, activity, decision or circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics.

#### **# 1 Emergency Director Succession**

In order to protect the Board from short or long-term loss of Director services, the Director shall not fail to recommend to the Board an emergency interim successor, and then ensure that he or she becomes familiar with Board and Director issues and processes.

#### **#2 Treatment of Students and Families**

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

Accordingly, he or she shall not:

- A. Fail to establish with students and families a clear understanding of what may be expected and what may not be expected from the service offered.
- B. Fail to inform students and families of the family handbook, or to provide a clear grievance process with documentation and specific timelines to those who believe they have not been accorded a reasonable interpretation of their rights under these policies.
- C. Fail to respond to communications (such as by phone, mail, e-mail) at all, or as promptly as reasonably would be expected.
- D. Permit the use of abusive language or other behavior generally considered to be lacking in civility and respect for others.
- E. Fail to provide students and families with information on student academic progress on a trimester basis and such information on that progress shall not neglect to provide qualitative information.

### #3 Treatment of Staff

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

Accordingly, he or she shall not:

- A. Operate without a staff handbook with written personnel policies that clarify personnel rules for staff, provide for a clear grievance process with documentation and specific timelines, and protect against wrongful conditions such as nepotism and grossly preferential treatment for personal reasons.
- B. Discriminate against any staff member for expressing an ethical dissent.
- C. Prevent staff from requesting a review from the Board when Board policy has been violated.
- D. Allow staff to be unprepared to deal with emergency situations.
- E. Fail to develop and administer an evaluation system for personnel that is designed to:
  - 1.) Improve instruction and job performance.
  - 2.) Enhance the implementation of curricular programs.
  - 3.) Measure professional growth, development and performance.
  - 4.) Document performance.
  - 5.) Link staff performance with multiple measures of student performance.
  - 6.) Assure that required certification and licensure requirements are in compliance.
- F. Fail to provide staff with clear and accurate job descriptions.
- G. Fail to provide to the Board an annual report on the effectiveness of the evaluation system and its alignment with the Board's Ends policies.
- H. Make significant operational or programmatic decisions without shared leadership that includes the following components:
  - o *Openly articulate the goals of the proposed change and relate it to the Results Statements.*
  - o *Thoroughly analyze and discuss the potential benefits and challenges of the proposed change*
  - o *Gather input from staff members, families or students who will be most impacted by the decision*
  - o *Communicate the plan to those affected by the change, including a review of all input that has been shared.*
  - o *Indicate how and when the decision will be reviewed to determine its success.*

### #4 Compensation and Benefits

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

Accordingly, he or she may not:

- A. Change his or her own compensation and benefits.
- B. Promise or imply permanent or guaranteed employment.
- C. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
- D. 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.

## #5 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's Ends priorities or risk fiscal jeopardy.

Accordingly, the Director shall not allow budgeting that:

- A. Contains too little information to enable credible projection of revenue and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- B. Plans for total budget expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
- C. Reduces the current assets at any time to less than twice current liabilities or allows cash to drop below a safety reserve of less than 5% of previous year's budget at any time.
- D. Fails to provide funding for Board-related tasks and Board development.

## #6 Financial Condition and Activities

With respect to the actual, ongoing condition and activities, the Director shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies.

Accordingly, the Director shall not:

- A. Indebt the school in an amount greater than can be repaid by certain, otherwise unencumbered revenues within sixty days.
- B. Allow government-required and grant-stipulated payments or reports to be overdue or inaccurate.
- C. Fail to provide the Board with quarterly summaries of the financial condition of the School, including any "exception reporting" detail relating to unexpectedly large receipts or disbursements.

**#7 Asset Protection**

The Director shall not allow assets to be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, he or she may not:

- A. Fail to provide adequate insurance coverage for losses due to theft, casualty or liability for the School as an entity, or appropriate liability insurance coverage for its employees and Board members.
- B. Allow financial risk to occur by haphazard handling of funds and/or charge accounts
- C. Permit actions that submit school buildings or other plant and equipment to unnecessary and improper wear and tear, or insufficient regular maintenance.
- D. Unnecessarily expose the School, its employees or Board to claims of liability by failing to maintain a current risk management plan.
- E. Fail to follow normal business practices of ethics and prudence with regard to purchases considering, among other things, competitive bidding, benefit-cost analysis, and the appearance as well as reality of conflicts of interest.
- F. Fail to protect intellectual property, information, and files from loss or significant damage.
- G. Fail to comply with generally accepted auditing practices and controls with regard to the receipt, processing and disbursement of funds.
- H. Invest or hold operating capital in ways that do not conservatively optimize the School's balance of return or risk.
- I. Endanger the School's public image or credibility, especially in ways that would hinder the accomplishment of its mission.
- J. When making decisions about the facility, the Director shall not fail to consider a school environment that is conducive to experiential learning, is safe, nurturing, welcoming and accessible to parents and volunteers. Selection of a site must take into account school schedule, space needs, and the burden placed on staff to sustain and maintain it.

## **#8 Communication and Support to the Board**

The Director shall not permit the Board to be uninformed or unsupported in its work.

Accordingly, he or she shall not:

- A. Neglect to submit required monitoring data (see policy "Monitoring Director Performance") in a timely, accurate, understandable, non-defensive and unbiased fashion, directly addressing provisions of board policies being monitored and justifying his/her interpretation.
- B. Let the board be unaware of any incidental information it requires including anticipated significant media coverage, threatened or pending lawsuits, material internal changes, or matters that have a potential negative impact on the school. (Incidental refers to information that is not relevant to decision making, but could blindside the board.)
- C. Fail to advise the Board if, in the School Director's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Director Linkage, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the Director.
- D. Fail to marshal for the Board as many staff and external points of view, issues, and options as needed for fully informed Board choices.
- E. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
- F. Fail to provide a mechanism for official Board, officer, or committee communications.
- G. Fail to deal with the Board as a whole except when:
  - 1.) Fulfilling individual requests for information or
  - 2.) Responding to officers or committees duly charged by the Board.
- H. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.
- I. Fail to supply for the board's consent agenda, along with applicable monitoring information, all decisions delegated to the Director yet required by law, regulation, or contract to be board-approved.