

Board-Staff Linkage

The Board's sole official connection to the operational organization, its achievements, and conduct will be through the School Director.

Unity Of Control

Only decisions of the Board acting as a body are binding on the Director.

Accordingly:

1. Decisions or instructions of individual Board members, officers, or committees are not binding on the Director except in special instances when the Board has specifically authorized such exercise of authority.
2. In the case of Board members or Board committees requesting information or assistance without Board authorization, the Director can refuse such requests that require, in the Director's opinion, a material amount of staff time or funds, or are disruptive.

Accountability of the Director

The Director is the Board's only link to the 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 Director.

Accordingly:

1. The Board will never give instructions to persons who report directly or indirectly to the Director.
2. The Board will refrain from evaluating, either formally or informally, any staff other than the Director.
3. The Board will view Director performance as identical to organizational performance so that organizational accomplishment of Board-stated Outcomes and avoidance of Board-proscribed means will be viewed as successful Director performance.
4. The Board will approve or veto nominations presented by the Director for emergency interim successor.

Delegation to the Director

The Board will instruct the Director through written policies that prescribe the organizational Outcomes to be achieved and describe organizational situations and actions to be avoided, allowing the Director to use any reasonable interpretation of these policies.

Accordingly:

1. The Board will develop policies instructing the Director to achieve our Outcomes. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Outcomes.
2. The Board will develop policies that limit the latitude the Director 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 *Director Limitations policies*.
3. As long as the Director uses *any reasonable interpretation* of the Board's Outcomes and Director Limitations policies, the Director is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
4. The Board may revise its Outcomes and *Director Limitations policies*, thereby shifting the boundary between Board and Director domains. By doing so, the Board changes the latitude of choice given to the Director, and the Board will respect and support the Director's choices.

Monitoring Director Performance

Systematic and rigorous monitoring of Director job performance will be measured solely upon specifically defined job outputs: accomplishment of Board policies on Outcomes and operation within the boundaries established in Board policies on *Director Limitations*.

Accordingly:

1. 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.
2. The Board will acquire monitoring data by one or more of three methods:
 - a. by internal report, in which the Director 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,
 - 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 any reasonable interpretation of the Board policy being monitored.
4. All policies which instruct the 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 ordinarily depend on a routine schedule developed by the Board.