

BOARD/SUPERINTENDENT RELATIONSHIP

B/SR 1-4

November 27, 2017

Monitoring Survey

<i>B/SR-1: Single Point of Connection</i>	Board Response		Supt. Response		Remarks (Supt remarks in italics; BOE remarks will be recorded in regular type)
	In compliance	Not in compliance	In compliance	Not in compliance	
The Superintendent is the Board’s sole point of connection to the operational organization. The Board will direct the operational organization only through the Superintendent, functioning as the Chief Executive Officer.	X		X		<i>This is a real strength of superintendent-board relationships and works well in the district.</i>
<i>B/SR-2: Unity of Control</i> —The Board will direct the Superintendent only through official decisions of the full board.					
1. The Board will make decisions by formal, recorded vote in order to avoid any lack of clarity about whether direction has been given.	X		X		<i>The board occasionally discusses minor items informally and leaves the final decision to the superintendent. The board consistently follows appropriate protocols and leaves management decisions to the superintendent and leadership team.</i>
2. The Superintendent is neither obligated nor expected to follow directions or instructions of individual members, officers or committees unless the Board has specifically delegated such exercise of authority.	X		X		
3. Should the Superintendent determine that an information request received from an individual member or a committee requires a material amount of staff time or is unreasonable, the Superintendent is expected to ask that the committee or the member refer such requests to the full Board for authorization?	X		X		<i>Responses discerned from requests for information from an individual member are shared with all board members when applicable.</i>

	Board Response		Supt. Response		Remarks (Supt remarks in italics; BOE remarks will be recorded in regular type)
	In compliance	Not in compliance	In compliance	Not in compliance	
<i>B/SR-3: Staff Accountability</i> —The Superintendent is responsible for all matters related to the day-to-day operation of the district, within the values expressed by the Board in policy. All staff members are considered to report directly or indirectly to the superintendent.					
1. The Board will never give instructions to persons who report directly or indirectly to the Superintendent.	X		X		
2. The Board will not formally evaluate any staff member other than the Superintendent.	X		X		
3. Except as required by law, the Board will not participate in decisions or actions involving the hiring, evaluation, disciplining or dismissal of any employee other than the superintendent	X		X		
<i>B/SR-4: Authority of the Superintendent</i> —The Board will provide direction to the Superintendent through written policies that define the organizational results to be achieved for students and define operational conditions and actions to be accomplished or avoided.					
1. The Board will develop <i>Results</i> policies instructing the Superintendent to achieve defined results for the students served by the district.	X		X		

B/SR-4, Authority of the Superintendent, continued	Board Response		Supt. Response		Remarks (Supt remarks in italics; BOE remarks will be recorded in regular type)
	In compliance	Not in compliance	In compliance	Not in compliance	
2. The Board will develop <i>Operational Expectations</i> policies which express the Board's values about operational conditions and actions. Certain of these values will be expressed positively to assure that the stated actions occur and the identified conditions exist, and will be stated as directives. Certain other values represent actions and conditions that are to be avoided, and will be stated prohibitively.	X		X		<i>The OE policies serve as a tool not only for the boards' expression of its values, but also through interpretation to the staff. They serve as a way for the superintendent to shape the operational culture and expectations with the support of the board.</i>
3. As long as the Superintendent uses a reasonable interpretation of the Board's <i>Results</i> and <i>Operational Expectations</i> policies, the Superintendent is authorized to establish any additional administrative policies or regulations, make any decisions, establish any practices and develop any activities the Superintendent deems appropriate to achieve the Board's <i>Results</i> policies. The Superintendent is not expected to seek Board approval or authority for any such decision falling within the Superintendent's area of delegated authority.	X		X		<i>The only exceptions are items that require The Board's approval as per Kansas Statute or federal/state regulation. Such items will appear on the superintendent's consent agenda for the board's approval.</i>
4. The Board may change its <i>Results</i> and <i>Operational Expectations</i> policies at any time, and in so doing shift the boundary between Board and Superintendent areas of responsibility. The Board will respect and support any reasonable interpretation of its policies by the Superintendent, even though Superintendent decisions may not be the decisions the Board or its members may have made.	X		X		<i>Suggested policy changes will be reviewed and voted on by the full board.</i>