

## **Policy Title: 3.3 Delegation to the Superintendent**

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

**Accordingly:**



**Board President**

10/17/19

**Date**

### **Policy 3.3.1:**

*The board will develop policies instructing the superintendent to achieve specified results for specified 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 Ends policies. All issues that are not Ends issues as defined here are means issues.*

### **Interpretation:**

We interpret this to mean that the Board will develop policies to guide the Superintendent with respect to expectations for results, defined recipients, and costs within which to remain a solvent organization. We will maintain an updated ENDS statement that defines the overall direction of the organization. If issues come up not directly addressed by the ENDS, we are to consider the issue a means issue, meaning the responsibility is with the Superintendent.

### **Evidence:**

Evidence based on current ENDS statement guiding the organization and the Superintendent's Board Reports and the annual reports provided at Board retreat which are organized and focused on the ENDS statement and not on means issues (i.e., we are holding the Superintendent accountable for the ENDS statements). These reports have informed the board in creating a budget that supports the ENDS statements at a cost supported by a majority of the Winooski community.

**Conclusion:** We report compliance.

### **Policy 3.3.2:**

*The board will develop policies that limit the latitude the superintendent 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 Executive Limitations policies. The board will never prescribe organizational means delegated to the superintendent.*

### **Interpretation:**

We interpret this to mean that the Board will develop a framework that will guide the Superintendent in his actions at the highest level. These Executive Limitations policies will guide but not limit the Superintendent's actions in getting to realizing the ENDS statement.

**Evidence:**

Evidence based on Executive Limitations policies as currently defined and documented. There has also been no concerns/issues from the Superintendent regarding prescribe organizational means from the Board.

**Conclusion:** We report compliance.

**Policy 3.3.3:**

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

**Interpretation:**

We interpret this to mean that once the Executive Limitations policies are in place the Board will decide on the reasonableness of the interpretation as it pertains to each specific policy therein. Beyond the areas highlighted in the policies, we interpret this section to mean that the Superintendent shall, as necessary, define procedures to accomplish the goals of the organization, make decisions and take actions to meet the ENDS as defined.

**Evidence:**

Evidence based in meeting minutes will show that the board is spending time focused on evidence for outcomes and progress toward our ENDS goals. This is evident in our careful reading and discussion of the Superintendent's Board Reports and the annual reports provided at our Board retreats.

**Conclusion:** We report compliance.

**Policy 3.3.4:**

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

**Interpretation:**

We interpret this to mean the board may, as it deems necessary, adjust the ENDS and/or the Executive Limitations policies but will always act only on the delegation in place at the time.

**Evidence:**

Evidence based on the understanding that this policy subsection gives us some latitude in defining the extent to which we interact within the organization. Meeting minutes associated with Executive Limitations policy review will confirm that the board is focused on the interpretation of the Policy in place when written and we ask if the policy achieves the intended goals.

**Conclusion:** We report compliance.