Policy Type: Board/Superintendent Relationship

Single Point of Connection

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.

Adopted:

Monitoring Method: *Board self-assessment*
Monitoring Frequency: *Annually*

Lake Washington School District Board of Directors

Policy Type: Board/Superintendent Relationship

Single Unit Control

The Board will direct the Superintendent only through official decisions of the Board.

1. The Board will make decisions by formal, recorded vote in order to avoid any ambiguity about whether direction has been given.

2. The Superintendent is neither obligated nor expected to follow the directions or instructions of individual members, officers or committees unless the Board has specifically delegated such exercise of authority.

3. Should the Superintendent determine that an information request received from an individual member or from a committee is unreasonable, disruptive or requires a material amount of staff time, the Superintendent is expected to ask the committee or the member to refer such requests to the full Board for authorization.

Adopted:

Monitoring Method: Board self-assessment
Monitoring Frequency: Annually

Lake Washington School District Board of Directors

Policy Type: Board/Superintendent Relationship

Staff Accountability

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 direction to any employee other than the Superintendent.

2. The Board will not formally or informally evaluate any staff member other than the Superintendent.

3. Except as required by law, the Board will not participate in decisions or actions involving the hiring, evaluating, disciplining or dismissal of any employee other than the Superintendent.

Adopted:

Monitoring Method: Board self-assessment
Monitoring Frequency: Annually

Lake Washington School District Board of Directors

Policy Type: Board/Superintendent Relationship

Authority of the Superintendent

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 **Results** policies instructing the Superintendent to achieve defined results for the students served by the district.

2. The Board will develop **Operational Expectations** 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.

3. As long as the Superintendent uses any reasonable interpretation of the Board's **Results** and **Operational Expectations** 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 **Results** policies. The Superintendent is not expected to seek Board approval or authority for any such decisions falling within the Superintendent's area of delegated authority.

4. The Board may change its **Results** and **Operational Expectations** policies, 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.

Adopted:

Monitoring Method: *Board self-assessment*
Monitoring Frequency: *Annually*

Lake Washington School District Board of Directors

Policy Type: Board/Superintendent Relationship

Superintendent Accountability

The Board considers Superintendent performance to be identical to district performance. District accomplishment of the Board's *Results* policies, and district operation according to the values expressed in the Board's *Operational Expectations* policies, will be considered successful Superintendent performance. These two components define the Superintendent's job responsibilities, and are the basis for the Superintendent's performance evaluation.

1. The Board will determine organizational performance based upon its defined systematic monitoring process as outlined in its Annual Work Plan.

2. The Board will acquire monitoring data on *Results* and *Operational Expectations* policies by one or more of three methods:

    a. By *Internal Report*, in which the Superintendent submits information that certifies and documents to the Board compliance or reasonable progress;

    b. By *External Review,* in which an external third party selected by the Board assesses compliance or reasonable progress with applicable Board policies;

    c. By *Board Inspection*, in which the whole Board, or a committee duly charged by the Board, formally assesses compliance or reasonable progress based upon specific policy criteria.

3. The consistent performance standard for *Operational Expectations* policies shall be whether the Superintendent has:

    a. Reasonably interpreted the policy;

    b. Complied with the provisions of the Board policy.

4. The consistent performance standard for *Results* policies shall be whether the Superintendent has:

    a. Reasonably interpreted the policy;

    b. Made reasonable progress toward achieving the outcomes defined by the Board's *Results* policies.

5.   The Board will make the final determination as to whether the Superintendent's interpretation is reasonable, whether the Superintendent has complied and whether reasonable progress has been made. In doing so, the Board will apply the "reasonable person" standard.

6.   All policies that instruct the Superintendent will be monitored according to a schedule and by a method determined by the Board and included in the Board's annual work plan. The Board may monitor any policy out of this defined sequence or method if it is determined by a majority of the Board that conditions warrant monitoring at times other than those specified by the annual schedule.

7.   By May 31 of each year, the Board will conduct a formal summative evaluation of the Superintendent. The summative evaluation will be based upon data collected and decisions made by the Board during the year related to the monitoring of *Results* and *Operational Expectations* policies. The Board will prepare a written evaluation document consisting of:

   a.   A summary of the data derived during the year from monitoring the Board's *Results* and *Operational Expectations* policies;

   b.   Conclusions based upon the Board's prior action during the year relative to the Superintendent's reasonable interpretation of each *Results* policy and whether reasonable progress has been made toward its achievement;

   c.   Conclusions based upon the Board's prior action during the year relative to whether the Superintendent has reasonably interpreted and operated according to the provisions of the *Operational Expectations* policies.

8.   Nothing in this policy is intended to imply the establishment of any personal rights not explicitly established by statute, contract, or Board policy. All employment decisions related to the Superintendent remain the sole discretion of the Board.

Adopted:

Monitoring Method: Board self-assessment
Monitoring Frequency: Annually

Lake Washington School District Board of Directors

Policy Type: Board-Superintendent Relationship

ANNUAL SUMMATIVE EVALUATION
of the Superintendent

The Board's Policy B/SR-5 provides that:

> By May 31 of each year, the Board will conduct a formal summative evaluation of the Superintendent. The summative evaluation will be based upon data collected and decisions made by the Board during the year related to the monitoring of **Results** and **Operational Expectations** policies. The superintendent and the Board will review the summative data in executive session at the annual retreat.

The purpose of the annual evaluation of the Superintendent is to summarize the actions previously taken by the Board as it monitored *Results* and *Operational Expectations* policies during the year, and to draw conclusions on that basis.

Operational Expectations Policies:	Date Monitored:	Board Disposition:
OE-1 Global Operational Expectation		
OE-2 Emergency Superintendent Succession		
OE-3 Treatment of Community Stakeholders		
OE-4 Personnel Administration		
OE-5 Financial Planning		
OE-6 Financial Administration		
OE-7 Asset Protection		
OE-8 Communicating with the Board		
OE-9 Communicating with the Public		
OE-10 Learning Environment		
OE-11 Instructional Program		
OE-12 Facilities		
OE-13 Technology		

Results Policies:	**Date Monitored:**	**Board Disposition:**

Result 2, Academic Performance

Result 3,

Result 4,

Result 5,

Based upon the Board's prior monitoring of these policies and the on-going monitoring of the district's and the Superintendent's performance during the preceding year, the Board reaches the following summary conclusions relative to Superintendent performance:

_____

_____

Following is a summary of the CEO's strengths and weaknesses relative to the Superintendent's operation within the boundaries established by the *Operational Expectations* policies and the Superintendent's progress toward achieving the Board's *Results* policies:

_____

_____

_____

Based upon the foregoing conclusions, the Board establishes the following priorities for the coming year:

_____

_____

Signed:_____   Date: _____
       President of the Board

Signed:_____   Date: _____
       Superintendent

Adopted:

Monitoring Method: ***Board self-assessment***
Monitoring Frequency: ***Annually***

Lake Washington School District Board of Directors