

## **POLICY - BOARD JOB DESCRIPTION (TERMS OF REFERENCE)**

**GP-2.1**

The job of the Board is to represent the members of our broader community (the broader ownership) by providing visioning leadership through policy which defines expected excellent organizational results (Ends Policies) within the Board's risk boundaries of ethics and prudence (Executive Limitations Policies).

Specifically, the Board, as a group, will meet the following responsibilities/obligations:

### **1. Policy Development**

The Board of Directors is responsible for developing and revising Board policy outlined below:

#### ***Ends Policies:***

Ends Policies which describe organizational outcomes, impacts, benefits, or results for specified recipients and their relative worth, including:

- a) Developing the organization's vision for what needs will be served and what outcomes will be achieved, for what people, at what worth or investment.
- b) Ensuring the Ends are the focus of organizational performance.
- c) Using appropriate avenues to link with and to ensure input from students, staff, parents/guardians, and community members to inform the Board's policy decisions about what outcomes, for what people, at what investment.
- d) Seeking out and developing an understanding of the current and future needs and issues related to the organization's Ends.

#### ***Executive Limitations Policies:***

The Board will govern on "means to Ends" issues by setting policies in the form of Executive Limitations rather than prescribing how the Superintendent should perform specific duties. These risk boundaries or constraints on executive authority establish the ethical, prudent, and legal boundaries within which all executive activity and decision-making will take place, including:

- a) Establishing in policy the boundaries of acceptability of the staff methods and activities by defining those practices, activities, and situations which are unacceptable, i.e. setting risk tolerances.

#### ***Board/Superintendent Relationship Policies:***

The Board will define how authority is delegated to the Superintendent, its proper use, and expectations for the impact, including:

- a) Stating the manner in which the Board delegates authority and holds accountable the Superintendent.
- b) Defining the Superintendent's role, authority, and accountability.
- c) Selecting the Superintendent and establishing the conditions of the Superintendent employment agreement.
- d) Directing and ensuring effective performance of the Superintendent through disciplined monitoring and performance evaluation.

#### ***Governance Process Policies:***

The Board will define policies which outline how the Board will carry out and monitor its own work and impact.

- a) Determining its philosophy, principles, authority, responsibility and accountability and the specifics of the Board's role.
- b) Establishing the structures and processes of the Board for effective functioning and decision-making.
- c) Establishing policy to train and develop effective Directors.
- d) Evaluating its own performance on a regular basis (including two [2] formal Board Effectiveness Self-Assessments per year) to enhance Board effectiveness.
- e) Staying current on best practices in school district governance and developing Board Member knowledge and skill.

## **2. Monitoring (Accountability) to Assure Organizational Achievement of Ends Within Executive Limitations**

The Board is responsible for ensuring organizational excellence and continuous improvement through pressing the organization to achieve its vision for Ends with the executive boundaries for prudence and ethics, including:

- a) Selecting a qualified Superintendent.
- b) Monitoring the Ends (outcomes) achievement and return on investment of the organization to ensure the established Ends are being achieved.
- c) Ensuring that operational means are conducted within the Executive Limitations boundaries.
- d) Ensuring compliance with applicable state and federal laws and regulations.
- e) Ensuring Board performance through monitoring Governance Process and Board/Superintendent Relationship policy achievement.
- f) Providing evidence-based annual Superintendent Performance Evaluation.

## **3. Board Linkage with the Broader Ownership/Community**

The Board is responsible for ensuring that the organization is effectively integrated with its broader communities through effective linkages and communication, including:

- a) Communicating regularly with the broader public regarding values and Ends.
- b) Establishing and maintaining clearly defined stakeholder relationships with the organizations with whom North Thurston Public Schools works.
- c) Establishing policy to obtain and review feedback from owners and stakeholders on future needs and trends and on the results being achieved by the organization.
- d) Advocating in support of district interests, initiatives, and practices in the local community and at state and federal levels.

Requests and Complaints Received by Directors

A Director who receives a compliment, complaint, or a request related to operational matters shall refer the matter to the Superintendent (see BSR-1 Global Board/Superintendent Relationship).

Note: The full Board will be informed by the Superintendent of the resolution of those matters referred where relevant.

Adopted: February 13, 2018 North Thurston Public Schools Board of Directors