

BOARD MANAGEMENT DELEGATION

1. Global Board Management Delegation

The Board's sole official connection to the operational organization, its achievements, and conduct will be through a chief executive officer, titled CEO/Executive Director.

2. Unity of Control

Only officially passed motions of the Board are binding on the CEO.

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

3. Accountability of CEO

The CEO is the Board's only link to operational achievement and conduct. All authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the CEO.

- a. The Board will never give instructions to persons who report directly or indirectly to the CEO without the expressed consent of the CEO.
- b. The Board will not evaluate, either formally or informally, any staff other than the CEO.
- c. The Board will view the CEO performance as identical to organizational performance.

4. Delegation to the CEO

The Board will instruct the CEO through written policies that prescribe the organizational Ends to be achieved and proscribe organizational situations and actions to be avoided, allowing the CEO to use any reasonable interpretations of these policies.

- a. The Board will develop policies instructing the CEO to achieve specific 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.
- b. The Board will develop policies that limit the latitude the CEO may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions, and circumstances that would be unacceptable to the Board even if they were to be effective. 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 CEO.
- c. Below the global level, a single limitation at any given level does not limit the scope of any foregone level.
- d. Below the global level, the aggregate of limitations on any given level may embrace the scope of the foregoing level, but only if justified by the CEO to the Board's satisfaction.
- e. The Board may change its Ends and Administrative Limitations policies, thereby shifting the boundaries between Board and CEO domains. By doing so, the Board changes the

latitude of choice given to the CEO. But as long as any particular delegation is in place, the Board will respect and support the CEO's choices.

5. Monitoring CEO Performance

Systematic and rigorous monitoring of CEO job performance will be solely against the only expected CEO job outputs: organizational accomplishments of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations.

- a. Monitoring is simply to determine the degree to which Board policies are being met. Information that does not do this will not be considered to be monitoring information.
- b. The Board will acquire monitoring information by one or more of three methods:
 - i. By internal report, in which the CEO discloses interpretations and compliance information to the Board.
 - ii. By external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies.
 - iii. By direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
- c. In every case, the Board will judge (a) the reasonableness of the CEO's interpretation and (b) whether data demonstrates accomplishment of the interpretation.
- d. The standard of compliance shall be any reasonable CEO interpretation of the Board policy being monitored.
- e. All policies that instruct the CEO 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.

July – Fiscal Year Begins	CEO Annual Evaluation Global Ends Policy
August	Executive Limitations 1 – Global Executive Limitations Policy Annual School Goals
September	Executive Limitations 2 – Treatment of Students, Parents and/or Guardians Executive Limitations 5 – Treatment of Staff
October	Executive Limitations 3 – Organization Protection Executive Limitations 7 – Asset Protection
November	Governance Process
December	
January	Executive Limitations 6 – Financial Planning and Conditions
February	Board Management Delegation Policy
March	Executive Limitations 8 – Communication and Support to the Board
April	Executive Limitations 4- Hiring of Staff
May	Executive Limitations 9 – Outcomes Focus of Grants and Contracts
June	