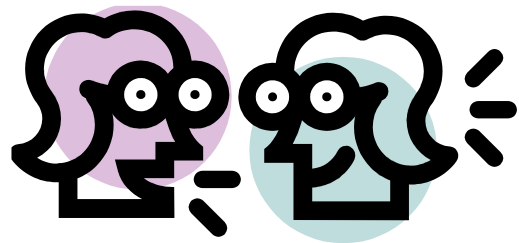


Board Study Session:
Executive Limitations/
Reasonable Interpretation Discussion

Work/Study Session Purpose

2



 Discussion



Decision



 Information



 Direction

Strategic Goals

3

- 1 Ensure academic success for every student**
- 2 Provide safe & innovative learning environments**
- 3 Recruit, hire & retain highly effective personnel**
- 4 Use resources effectively & be fiscally responsible**
- 5 Engage our communities**

Overview/Key Questions

- How can **Executive Limitations** policies, reports and monitoring processes be improved in the same manner in which End Results policies, reports and monitoring processes have been improved?
 - Discuss model “templates” developed based on work in March

- What **process and time** is needed for the Board, superintendent and team to develop and agree upon modifications to Executive Limitation policies, reports and monitoring processes?
 - **Discuss 2018-19 Work Plan of the Board**

- How will the Board plan for and implement **Community Linkages** in 2018-19?
 - Discuss agreements from March 19 and 2018-19 Work Plan of the Board

Executive Limitations

How can Executive Limitations policies, reports and monitoring processes be improved in the same manner in which End Results policies, reports and monitoring processes have been improved?

- Discuss model “templates” developed based on work in March



Brief Review from March

Why the Board Monitors?



- To determine progress
- To examine results
- To assess achievement of policy on results
- To assess compliance with policies on prudence and ethics (risk boundaries)
- To ensure fiduciary responsibility



<http://bestwaistrainershub.com/wp-content/uploads/2015/06/results.png>

Any Reasonable Interpretation Defined

- May be different than the interpretation preferred by Board Members either individually or collectively.
- Board must assess and make a decision (via motion) determining if the Superintendent's interpretation falls within the range of reasonable interpretation.



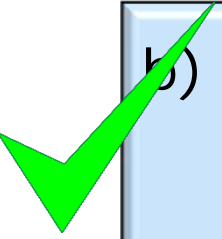


Any Reasonable Interpretation

The right to make any reasonable interpretation is the Superintendent's, but the Board has the final decision on whether it is reasonable. How does the Board do this?



a) Voting to see if the Board would have interpreted the policy in the same way



b) Considering whether a reasonable person might have made such an interpretation, using rationale provided by the Superintendent



c) Deciding if the interpretation is consistent with what the Board originally meant when it wrote the policy



d) Asking the Board "expert" on the matter whether it is reasonable



e) B and C

Providing Evidence



Evidence should include data that:

- Demonstrates achievement or compliance with the reasonable interpretation of the policy
- Has clear language for the Board
- Is free of superfluous information
- Is representative, unbiased, objective

Common EVIDENCE Errors



Not giving evidence aligned with the interpretation



Evidence addresses only part of the interpretation

Confusing internal policies and procedures with actual conditions



Numbers without comparisons or context



Data dumps



"Trust-me "reports

What the Board does with a *satisfactory* Monitoring Report



Formal motion indicating:

- Board has read the report and has assessed it as:
 - a) a reasonable interpretation of the Board's policy (its aligned and there is enough value or return on investment)
 - b) demonstrating compliance/achievement of ...

This indicates excellent Superintendent performance.



Board Monitoring Questions **For Executive Limitations Policies**



Focus of the Monitoring Report

- Is it clear which Executive Limitations Policy/policy criteria is/are being monitored?

A Reasonable Interpretation

- Do you believe the CEO has explicitly provided a reasonable interpretation of the policy? Is rationale needed? Is it provided and is it clear and relevant?

Sufficient and Clear Evidence

- Do you believe the CEO has provided sufficient evidence that indicates that performance is in compliance with this limitation?
 - Compliance evidence should be present (not reports of activities).

Feedback and Questions

- What feedback should the Board provide to the CEO?
- Are there any questions/comments that should be asked at the meeting?

MONITORING CONCLUSIONS AT A GLANCE

APPROVED

Monitoring Report is approved as evidence that Executive Limitations Policy compliance has been demonstrated.



- Is there any further Board of Directors feedback (has the Board of Directors commended the Superintendent)?

ALTERNATIVELY

APPROVED WITH REQUEST FOR ACTION

Monitoring Report is approved with:

- Request for Superintendent action
- Request for Board of Directors action



- State the action and timeline (in the minutes)
- Superintendent action:

- Board of Directors action: Having reviewed the Monitoring Report has the Board of Directors learned anything that makes the Board of Directors believe the policy should be reviewed/amended?



ALTERNATIVELY

NOT APPROVED

Monitoring Report is not approved. Evidence provided is deemed:

- Not understandable.
- Does not provide a reasonable interpretation.
- Demonstrated lack of Executive Limitations compliance



- What action will the Board of Directors request be taken?
 - _____
 - _____
 - _____
 - _____

MONITORING CONCLUSIONS

Board's follow-up actions

APPROVED

Monitoring Report is approved as evidence that Ends achievement/compliance with Executive Limitations Policy has been demonstrated.

- Is there any further Board feedback?
- Has the Board commended the Superintendent?

ALTERNATIVELY

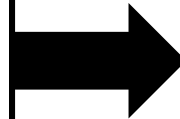
MONITORING CONCLUSIONS

Board's follow-up actions

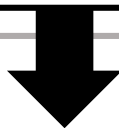
APPROVED WITH REQUEST FOR ACTION

Monitoring Report is approved with request for action

- Request for Superintendent action
- Request for Board action



- State the action and timeline (in the minutes)
 - Superintendent action:
 - _____
 - Board action:
 - Having reviewed the Monitoring Report does anything the Board has learned make the Board believe the policy should be reviewed/amended?



ALTERNATIVELY

MONITORING CONCLUSIONS

Board's follow-up actions

NOT APPROVED

Monitoring Report is not approved. Provide evidence of appropriate evidence to deem Ends achievement or of compliance with Executive Limitations policy.

- It is not understandable.
- It does not provide a reasonable interpretation.
- The evidence demonstrated lack of Ends achievement (results, specific beneficiaries, investment), or lack of compliance.



What action will the Board request be taken?

- _____
- _____
- _____
- _____
- _____

Process and Time

What **process and time** is needed for the Board, superintendent and team to develop and agree upon modifications to Executive Limitation policies, reports and monitoring processes?

- Discuss 2018-19 Work Plan of the Board

Community Linkages

How will the Board plan for and implement **Community Linkages** in 2018-19?

- Discuss agreements from March 19 and 2018-19 Work Plan of the Board



Brief Review from March

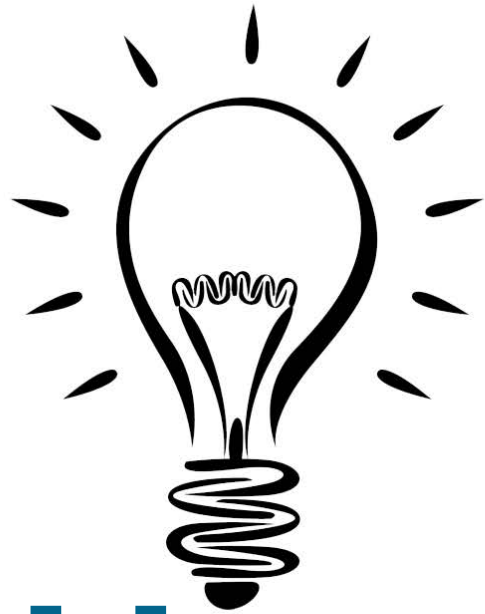


Essential Ingredients to Be Board/Ownership Linkage

- Must be Board driven
- Board must be directly engaged/listening/and perceived to be listening
- Must discuss "ownership" topics not customer/beneficiaries topics
- Must result in two way communication and Board learning/insight

Many Approaches to Engage/Link

| | | |
|---|---|---|
| Interviews | Expert Informant Interviews | Advisory Committees |
| Focus Groups | Scripted Round Tables at Meetings | Surveys <ul style="list-style-type: none"> • Phone • Web • Direct Mail • Email • Intercept |
| Cafes | Review and Analysis of Data Which Already Exist | |
| Invited Discussions and/or Presentations at Board Meetings | Dialogue Groups | Question on Social Media – request input |
| Meetings with Natural Groupings <ul style="list-style-type: none"> • Citizen Clubs • Church Groups • Social Groups | Deliberative Polling | Newsletters (Board updates), Annual Reports, Letter from the Board Chair to Families |



A-Ha's!

About Board Ownership Linkage

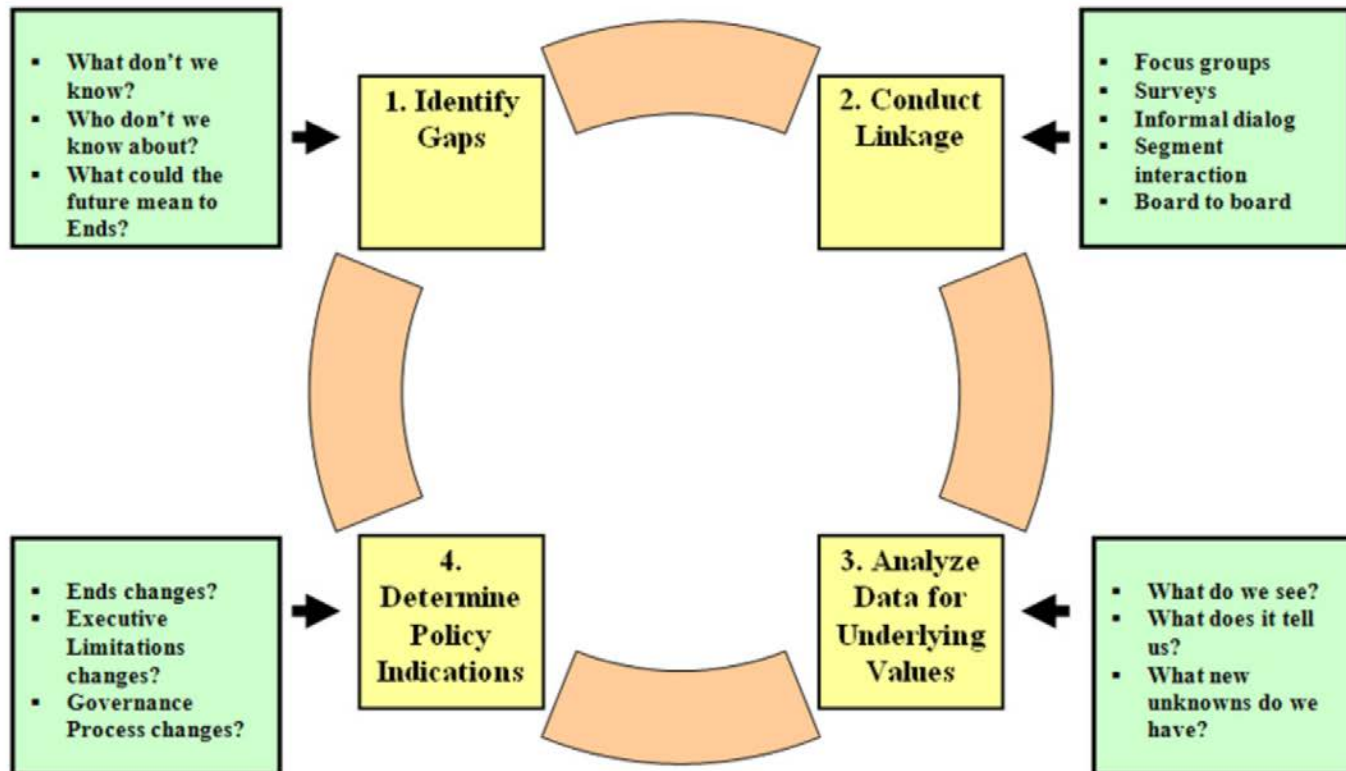
Community Linkage

- *Is about connecting with owners to inform Board End Results policy decision making*
- *Is about “Big” questions*
- *Is not about customer service/satisfaction about operational issues (buses, nutrition services, etc.)*

Policy Considerations/Key Questions

- What does the board need to know from the community to inform their policy decision making?
 - ▣ What knowledge does the Board need to gain from the community about impact on Ends?
 - ▣ What questions does the Board need to ask?
 - ▣ To whom do the questions need to be asked in order to gain the knowledge needed?

Linkage Process



— Guiding you to Board Excellence and Organizational Accountability —

“Big” Vision & Policy Work Ahead

- 5-year Strategic Plan
- Educational Specification (Ed Spec)

Potential Linkage Topics

| Topic | Dots |
|---|-------|
| *Equity & Opportunity | |
| ER-3/Student Profile | X |
| Strategic Plan | XX |
| Educational Specification/ Future Vision for Facilities/Future Measures/Bond | XXXXX |
| Technology | |
| *Innovation | XX |
| *Improvement | |

Need Help With/Next Steps

- Define the owners
- Framing questions to gain values/deciding how to do it
 - Linkage?
 - Survey?
 - Both
- Synthesizing information from the linkage and developing collective Board understanding of values
- Connecting knowledge gained to Board work/Board policy – what policy work will result from knowledge gained?