

***Policy Type: Board/CEO Relationship***

**Governance-Management Connection**

The Board's sole direction of the operational organization is through the superintendent, functioning as the Chief Executive Officer.

Adopted: 07.07.03  
Revised: 09.13.10

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

Lake Washington School District Board of Directors

***Policy Type: Board/CEO Relationship***

**Unity of Control**

Only decisions of the full Board acting as an entity are binding on the CEO.

Accordingly:

1. Decisions or instructions of individual Board members, officers, and committees are not binding on the CEO except in rare instances when the Board has specifically delegated such exercise of authority.
2. In the case of Board members or committees requesting information or assistance which, in the CEO's opinion, require and redirect a material amount of staff time or resources that would be disruptive or unreasonable, the CEO may refer such requests to the full board for official authorization.

Adopted: 07.07.03

Revised: 09.13.10

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

***Monitoring Frequency: Annually***

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**Accountability of the CEO**

The CEO is the Board's link to the operational organization. Authority over and accountability for staff performance are the responsibilities of the CEO.

Accordingly:

1. The Board will never give direction to persons who report directly or indirectly to the CEO.
2. The Board will not formally evaluate any staff member other than the CEO.
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 CEO.

Adopted: 07.07.03

Revised: 09.13.10

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

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**Delegation to the CEO**

The Board will instruct the CEO through written policies that prescribe the organizational End Results to be achieved and describe organizational conditions and actions to be avoided. The Board will support any reasonable interpretation of those policies by the CEO.

Accordingly:

1. The Board will develop policies instructing the CEO to achieve defined End Results for identified 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 **End Results** policies.
2. The Board will develop policies which limit the latitude the CEO may exercise in choosing the organizational means to achieve the End Results. These policies will be developed systematically from the broadest, most general level to more defined levels and they will be called **Executive Limitations** policies.
3. As long as the CEO uses any reasonable and acceptable interpretation of the Board's **Executive Limitations** policies, the CEO is authorized to establish administrative policies, make decisions, establish practices and develop activities the CEO deems appropriate to achieve the Board's **End Results** policies.
4. The Board may change its **End Results** and **Executive Limitations** policies at any time, thereby shifting the boundary between Board and CEO domains. By doing so, the Board changes the latitude of choice given to the CEO.
5. The Board will endeavor to create policies such that any reasonable interpretation of them would be acceptable, but the Board will make the final determination of whether the CEO is in compliance with Board policies. The totality of monitoring reports, as commented on and approved by the Board, should accurately reflect the Board's collective opinion regarding CEO performance.

Adopted: 07.07.03  
Revised: 05.02.05  
09.25.06

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

## ***Policy Type: Board/CEO Relationship***

### **Monitoring CEO Performance**

The Board will view CEO performance as being identical to organizational performance. CEO job performance will be monitored systematically against the only CEO job expectations: reasonable progress toward organizational accomplishment of the Board's ***End Results*** policies and organizational operation within the boundaries established in the Board's ***Executive Limitations*** policies.

Accordingly:

1. Monitoring determines the degree to which board policies are being met. Information that does not contribute directly to this purpose is not considered monitoring data.
2. The Board will acquire monitoring data on ***End Results*** and ***Executive Limitations*** policies by one or more of three methods:
  - a. By ***internal report***, in which the CEO discloses information and certifies compliance to the Board;
  - b. By ***external report***, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, as necessary;
  - c. By ***direct Board inspection***, in which the whole Board formally assesses compliance with the appropriate policy criteria.
3. The consistent standard for compliance for ***Executive Limitations*** policies shall be whether the CEO has reasonably interpreted and acted within the scope of the Board policy being monitored. For ***End Results*** policies, the standard shall be whether the CEO has reasonably interpreted and whether reasonable progress is being made toward achieving the Board's described results. The Board will make the final determination as to whether CEO interpretation is reasonable, whether the CEO is in compliance, and whether reasonable progress is being made.
4. All policies that instruct the CEO will be monitored on schedule and by a method chosen by the Board. The Board may monitor any policy at any time by any method, but as a rule will depend upon the annual schedule created at the spring retreat.

5. Annually, the Board will conduct a formal summative evaluation of the CEO. The summative evaluation will be based upon data collected during the year from the monitoring of Board policies on ***End Results*** and ***Executive Limitations***. The CEO and the Board will review the summative data in executive session at the annual retreat.

The summative data will include:

- a. A summary of the data derived during the year from monitoring the Board's policies on ***End Results*** and ***Executive Limitations***;
- b. Conclusions based upon the Board's prior action during the year relative to whether each ***End*** has been achieved or 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 CEO has reasonably interpreted and operated properly within the boundaries established by the ***Executive Limitations*** policies;
- d. A summary of the CEO's strengths and weaknesses relative to achievement of the ***End Results*** policies and operation within the boundaries established in the ***Executive Limitations*** policies.

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 CEO remain the sole discretion of the Board.

Adopted: 07.07.03

Revised: 05.02.05

03.02.09

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

***Monitoring Frequency:***   ***Annually***

Lake Washington School District Board of Directors

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**ANNUAL SUMMATIVE EVALUATION  
of the CEO**

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

Annually, the Board will conduct a formal summative evaluation of the CEO. The summative evaluation will be based upon accumulated data collected during the year from the monitoring of Board policies on **End Results** and **Executive Limitations**. The CEO and the Board will review the summative data in executive session at the annual retreat.

Based upon the Board's prior acceptance of these reports and the on-going monitoring of the organization's and the CEO's performance during the preceding year, the Board reaches the following conclusions relative to CEO performance:

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

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Based upon the foregoing conclusions, the Board makes the following decisions for the coming year:

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Signed: \_\_\_\_\_  
President/Chair of the Board of Education

Date: \_\_\_\_\_

Signed: \_\_\_\_\_  
Chief Executive Officer/Superintendent

Date: \_\_\_\_\_

Revised: 03/02/09