

Board-Superintendent Relationship (BSR) Policy 3 - Accountability of the Superintendent (BSR-3) **MODIFIED** Monitoring Report (MR)



Meeting Date: October 23 2025

Agenda Item: G.12

1. Purpose/Desired Outcome(s), Objective and Process of a BSR/GP Policy Monitoring Report (MR)

The purpose/desired outcome(s) of this Modified Monitoring Report (MR) form is to formally reflect on the previous year's work by the Board of Education (BOE) as it relates to the policy being monitored and provide ways to improve for future year compliance.

Under Policy Governance® (PG), the objective of Board-Superintendent Relationship (BSR) and Governance Process (GP) Policy MRs is three-fold:

1. To ensure that the BOE is in compliance with the policy being monitored;
2. To hold itself accountable to the public for its performance; and,
3. To review policy wording

The BOE will use the accompanying Monitoring Report Evaluation (MRE) as a guide to determine if the above objectives have been met through the information provided in the applicable Modified MR.

Consent agenda items associated with this Modified MR and its accompanying MRE will be scheduled for BOE approval at a subsequent BOE meeting.

2. Policy Details

Policy Monitored: BSR-3 – Accountability of the Superintendent	Monitoring Period: September 28 2024 - October 1 2025
Submitted By: Lisa Webster, SSD BOE Vice President	Date Submitted/Resubmitted: October 7 2025 / October 17 2025
Submitter Certification Statement: I certify that, to the best of my knowledge, the below information is accurate as of October 17 2025.	
Date MR Provided to BOE (BOE Packet Distribution Date(s)): October 7 2025 / October 17 2025	Date MR presented to BOE For Information and Discussion: October 9 2025
Intended MR/MRE Submission Date for BOE Approval: October 23 2025	

3. Current Policy Language

BSR-3 – Accountability of the Superintendent:

The Board shall hold the Superintendent accountable for all the organizational operations of the District. All authority over staff members shall rest with the Superintendent, and the Board recognizes that all staff members are accountable to the

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Superintendent, except as otherwise provided by law.

Accordingly:

1. The Board shall view successful Superintendent performance as organizational accomplishment of the Board's Ends policies and compliance with the Board's Executive Limitations policies.
2. The Board shall not give directions or instructions to persons who report directly or indirectly to the Superintendent.
3. The Board shall not be responsible for formally or informally evaluating any staff member other than the Superintendent; however this shall not prevent the Board, in exercising its legal responsibilities, from sharing concerns about staff members.

Monitoring Method: Board Monitoring Report

Monitoring Frequency: Annually (See Agenda Planning Calendar, GP-6)

LEGAL REFS.:

None.

Adopted Date/Revision Dates: June 27 2023 / NA

4. Monitoring Report Compliance Status

While all provisions of BSR-3 are in compliance, there is always room for growth as noted later in this Modified MR.

5. Definitions of Critical Terms

Terms Applicable to this MR:

- a. Operational Organization: "An entity that involves planning, organizing, coordinating, and [managing] all the resources needed" to serve our students. "Basically, how things get done" within an organization
(Sources: <https://www.functiononly.com/orginometry/organizational-design/the-basics-of-operational-structures> and <https://www.informit.com/articles/article.aspx?p=2167438>)

6. Interpretation

The purpose of BSR-3 is to call out that the performance of SSD reflects the performance of the Superintendent.

7. Evidence (Evidence for All GPs-Items A-G (for MRs submitted during SY 2025-2026))

Additional Evidence Specific To This MR:

H. Letter from Superintendent	- Confirms the BOE is abiding by the chain of command per the organizational chart (word doc, unsigned version)
I. BSR 1-5 MR Slides	- Summarizes celebrations, areas of growth, and next steps
J. EL-9 Policy	- This policy addresses Communication and Support to the Board

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K. Modified EL-9 MR (Approved January 30 2025)	- This mutually supporting monitoring report provides evidence for BSR-3 MR
L. ☒ N/A - No Additional Evidence	

NOTE: All evidence will be available through the BOE Secretary, BOE Assistant Secretary, and/or [BOE page on the SSD website](#).

8. Evidence Analysis

After reviewing all evidence, overall, the BOE is in compliance with this policy. The BOE continues to do a good job in operating within the parameters described in the Executive Limitations and by observing the Board-Superintendent Relationships and Governance Process policies while striving to achieve the Global Ends Statement supported by the Ends policies.

9. BOE MRE Input Statements (As Applicable) ([MRE Inputs for All BSR/GPs-Items 1-4](#) (for MRs submitted during SY 2025-2026))

The following proposed BOE MRE Input statements are intended to help with BOE efficiencies during the MRE process; however, the BOE has the liberty to accept, amend and/or discard any of the below suggestions, and/or add guidance.

Additional BOE MRE Input Statements Specific To This MR:

Proposed BOE MRE Input Statement 5:		
☒ N/A - No Additional MRE Input Statements		
BOE Action on Proposed MRE Input 5:	☐ Accept ☐ Amend ☐ Discard	Explanation for "Amend" and "Discard" responses:

10. Global Ends Statement and Ends Policy Impact:

The importance of the BOE "staying in their lane" or remaining in their governance role is so the Superintendent can effectively do their job. Also, straying from the governance role can open an organization/Board to legal liability (removal from various levels of legal protection inherent with the role). The more we keep our strategic focus and governance aligned with the Global Ends Statement and Ends policies and hold our Superintendent accountable for operations, the stronger our governance becomes towards positive youth outcomes for all our students.

Our governance, which is consistent with the District's vision, mission, core values, and strategic plan, and operates within the parameters described in the Executive Limitation (EL) policies by complying with the Board-Superintendent Relationship (BSR) and Governance Process (GP) policies, directly impacts the Superintendent's ability to effectively and efficiently run the District. The trickle down effect of this capacity impacts the District's ability to achieve desired student outcomes as laid out in the Global Ends Statement and Ends policies.

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11. Lessons Learned / Improvements From Last Year

- Continue to improve onboarding processes and practices to help each new BOE team, individually and as a whole, understand the Board-Superintendent Relationship with respect to BOE roles and responsibilities (clear understanding of “lanes”) and quickly improve proficiency with regards to governance capacity
- Continue to work on goals that align with vision, mission, core values, strategic plan, PG policy, and student outcomes (all of which are aligned) and give direction/focus within the “lane.”
- Continue to make space for BOE study sessions with the Superintendent and staff to improve BOE decision making capacity and build on the foundation for public transparency and trust in our education experts.

12. Conclusion

To the best of my knowledge the above information is accurate as of October 17 2025.

The evidence in this report reflects:

- This BOE’s commitment to PG, and dedication to the District strategic plan, core values, and graduate profile which underlies the development and implementation of PG policies.
- Compliance with the PG MR process and Policy BSR-3 – Accountability of the Superintendent