

Board-Superintendent Relationship (BSR) Policy 4 - Delegation of the Superintendent (BSR-4) Monitoring Report (MR)



Meeting Date: October 9 2025

Agenda Item: J.6

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

The purpose/desired outcome(s) of this 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 MR.

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

2. Policy Details

Policy Monitored: BSR-4 – Delegation 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
Submitter Certification Statement: I certify that, to the best of my knowledge, the below information is accurate as of October 7 2025.	
Date MR Provided to BOE (BOE Packet Distribution Date(s)): October 7 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-4 – Delegation of the Superintendent:

The Board will instruct the Superintendent through written policies that prescribe organizational ends to be achieved and describe organizational circumstances to be avoided, allowing the Superintendent to use any reasonable interpretation of these policies.

Accordingly:

1. Ends Policies: The Board will develop policies instructing the Superintendent to achieve specified results for specified recipients

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at a specified cost and/or priority. 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 herein defined, are “means” issues and are described below under the category of “Executive Limitations (EL) Policies.”

2. Executive Limitations (ELs) Policies: The Board will develop “means” policies that reasonably limit the latitude the Superintendent may exercise in choosing the organizational and operational “means” to achieve the Ends. These limiting policies will describe the circumstances that would not be acceptable to the Board, even if effective in producing the desired results. These policies will be developed systematically from the broadest, most general level to more defined levels and will be called Executive Limitations policies.

3. Superintendent Latitude and Authority: As long as the Superintendent uses any reasonable interpretation of the Board’s *Ends* and *Executive Limitations* policies, the Superintendent is authorized to establish all Administrative policies, make all decisions, take all actions, establish all practices, and develop all activities, which comprehensively achieve the Board’s *Ends* policies. Decisions made by the Superintendent consistent with these criteria shall have the full respect, support, and authority of the Board.

4. Changes to Ends and EL Policies: The Board may change its *Ends* and *Executive Limitations* policies, thereby modifying the boundary between Board and Superintendent authority. By doing so, the Board changes the latitude of choices available to the Superintendent. The Board will respect and support the Superintendent’s choices if they are a reasonable interpretation of its policies.

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-4 are in compliance, there is always room for growth as noted later in this MR.

5. Definitions of Critical Terms

Terms Applicable to this MR:

☒ N/A - No Applicable Terms

6. Interpretation

The purpose of BSR-4 is to define the Superintendent’s latitude and authority through policy (Ends, ELs).

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

Additional Evidence Specific To This MR:

H. BSR 1-5 MR Slides

H. Summarizes celebrations, areas of growth, and next steps

I.

☒ N/A - No Additional Evidence

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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 defining delegation of authority to the Superintendent is:

- To empower the Superintendent (authority/resources to lead staff, make timely decisions);
- To provide clear definitions of roles and responsibilities to support effective BOE-Superintendent teamwork;
- To hold the Superintendent accountable for the decisions they made under their authority;
- To avoid BOE-involvement in daily operations; and
- Clearly communicate this authority through strategic-focused policy.

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.

11. Lessons Learned / Improvements From Last Year:

- Continue to improve BOE-Superintendent communications and expectations regarding annual monitoring of BOE policy while trying to balance staff workload
- Continue to form communication strategies for accessible public consumption of BOE and District work
- Intentional and free flowing outreach to students, staff, families, and community to help inform decisions
- Additional deeper dive study sessions to improve BOE decision making capacity

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12. Conclusion:

To the best of my knowledge the above information is accurate as of October 7 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-4 – Delegation of the Superintendent