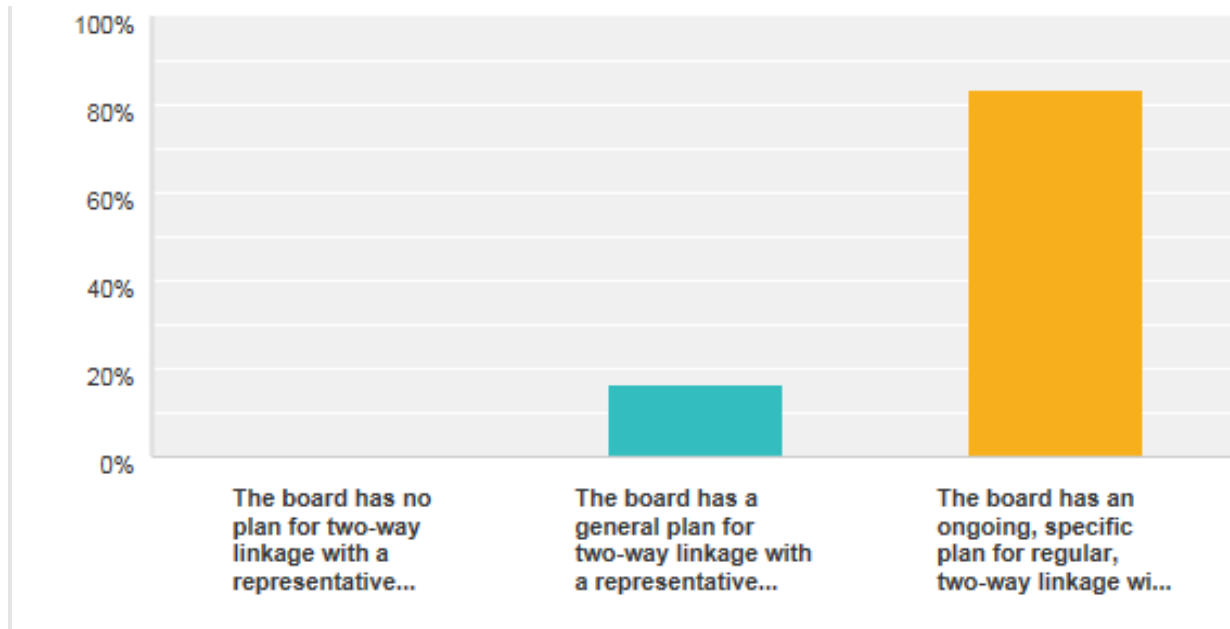
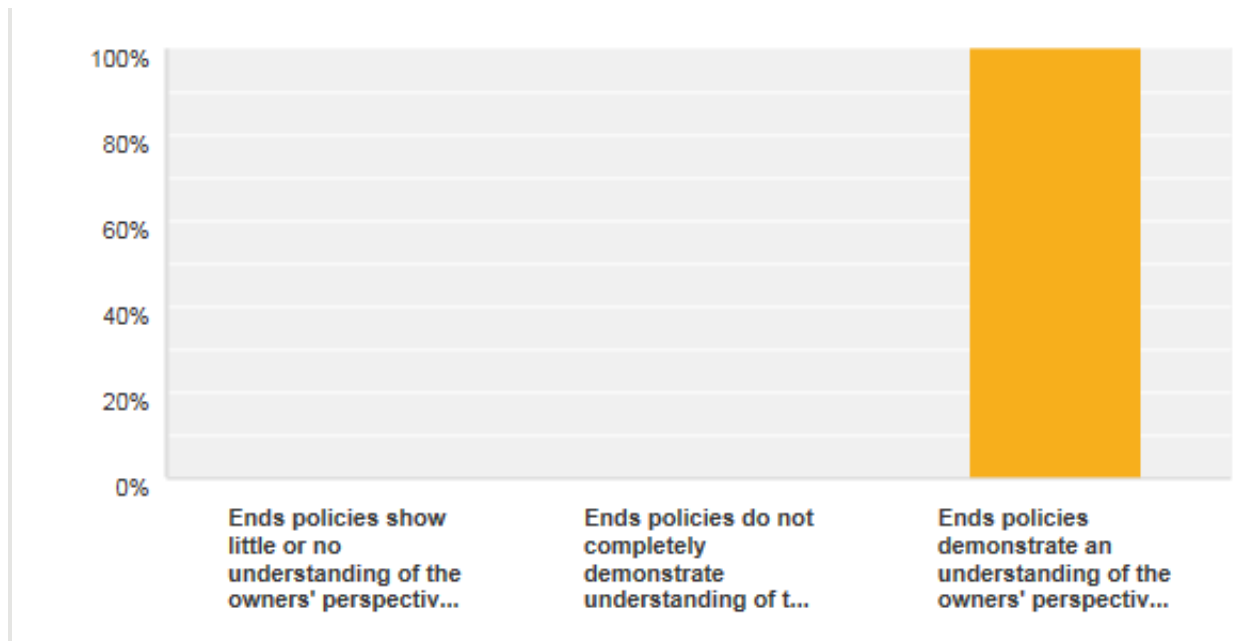


## Principle 1. Ownership



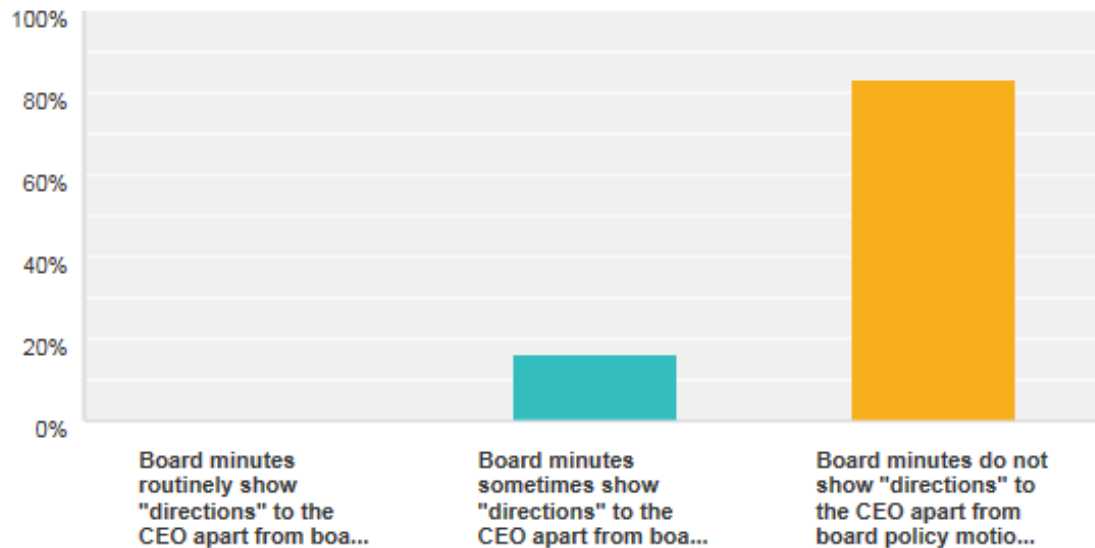
Answer Choices –	Responses
–	–
– The board has no plan for two-way linkage with a representative selection of owners around board policies; It primarily gets input about "stakeholder" or "customer" type issues.	0.00% 0
– The board has a general plan for two-way linkage with a representative selection of owners around board policies, but the plan does not include specific linkage activities; It drifts between owner input about values/priorities related to Ends and dealing with "stakeholder" or "customer" type issues.	16.67% 1
– The board has an ongoing, specific plan for regular, two-way linkage with a representative selection of owners around board policies, particularly Ends-related issues; It sticks to the agenda, primarily listening to owner input about values/priorities related to Ends, rather than "stakeholder" or "customer" type issues.	83.33% 5
<b>Total</b>	<b>6</b>
<b>Comments(2)</b>	
<ul style="list-style-type: none"> <li>• I selected option 3, because while the board's linkage agenda may change from year to year, it has consistent anchor points (E-2), and reflects an effort to gather input from multiple perspectives.</li> <li>• The board has actively explored avenues to increase the two-way flow during linkage and the public participation.</li> </ul>	

## Principle 2. Position of Board



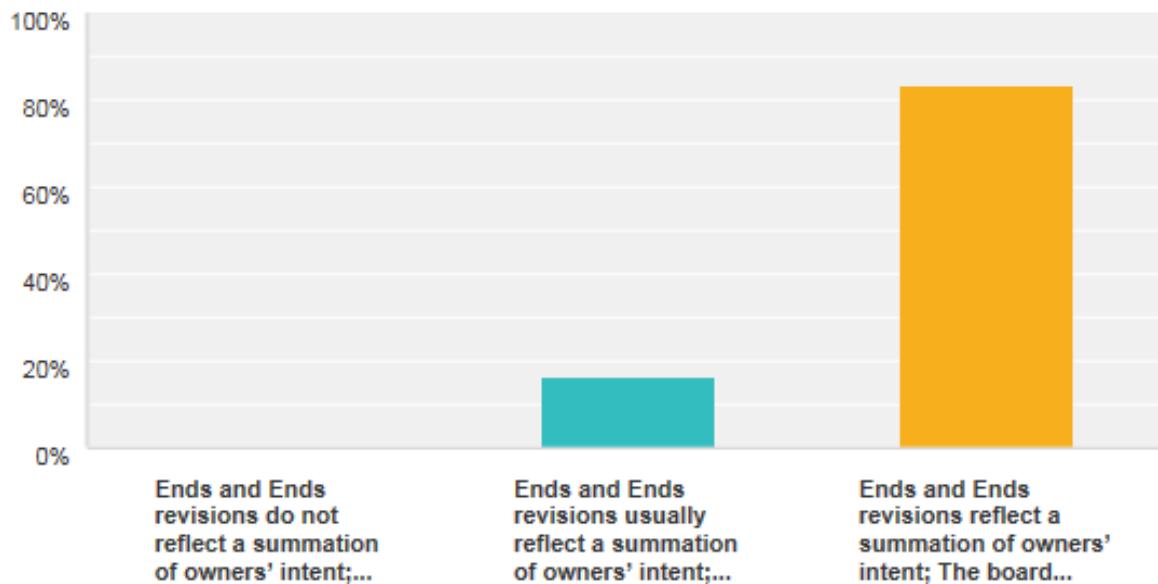
Answer Choices –	Responses
– Ends policies show little or no understanding of the owners' perspective; The board fails to monitor Ends achievement.	0.00% 0
– Ends policies do not completely demonstrate understanding of the owners' perspective; The board monitors Ends achievement, but not regularly.	0.00% 0
– Ends policies demonstrate an understanding of the owners' perspective; The board regularly monitors Ends achievement.	100.00% 6
<b>Total</b>	<b>6</b>
<b>Comments(2)</b>	
<ul style="list-style-type: none"> <li>• This is a strength of the board.</li> <li>• Ends are measured on a regular schedule.</li> </ul>	

### Principle 3. Board Holism



Answer Choices –	Responses
– Board minutes routinely show "directions" to the CEO apart from board policy motions; The board fails to prevent individual board members from directing or evaluating the CEO and staff.	0.00% 0
– Board minutes sometimes show "directions" to the CEO apart from board policy motions; The board sometimes prevents individual board members from directing or evaluating the CEO and staff, but is not consistent.	16.67% 1
– Board minutes do not show "directions" to the CEO apart from board policy motions; The board prevents individual board members from directing or evaluating the CEO and staff.	83.33% 5
<b>Total</b>	<b>6</b>
<b>Comments(2)</b>	
<ul style="list-style-type: none"> <li>• The board is good about not individually directing the Superintendent. Not all board directions to the Superintendent are directly related to policy motions.</li> <li>• At times, individual board members appear to have interests on which they would like action. However, the board has been disciplined to direct as a whole and not individually</li> </ul>	

## Principle 4. Ends Policies

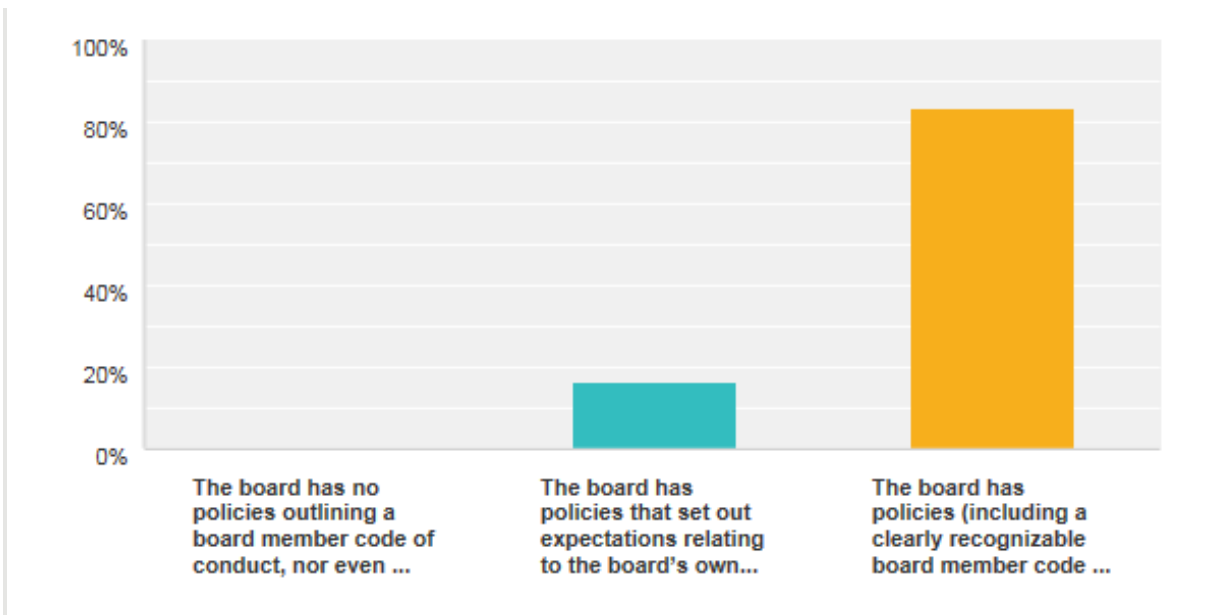


Answer Choices –	Responses –
– Ends and Ends revisions do not reflect a summation of owners' intent; The board spends little or no time talking to its owners about the Ends, formulating/revising its Ends, or assessing the organization's achievement of Ends.	0.00% 0
– Ends and Ends revisions usually reflect a summation of owners' intent; The board spends some time talking to its owners about the Ends, formulating/revising its Ends, and assessing the organization's achievement of Ends.	16.67% 1
– Ends and Ends revisions reflect a summation of owners' intent; The board spends a significant amount of time talking to its owners about the Ends, formulating/revising its Ends, and assessing the organization's achievement of Ends.	83.33% 5
<b>Total</b>	<b>6</b>

### Comments(1)

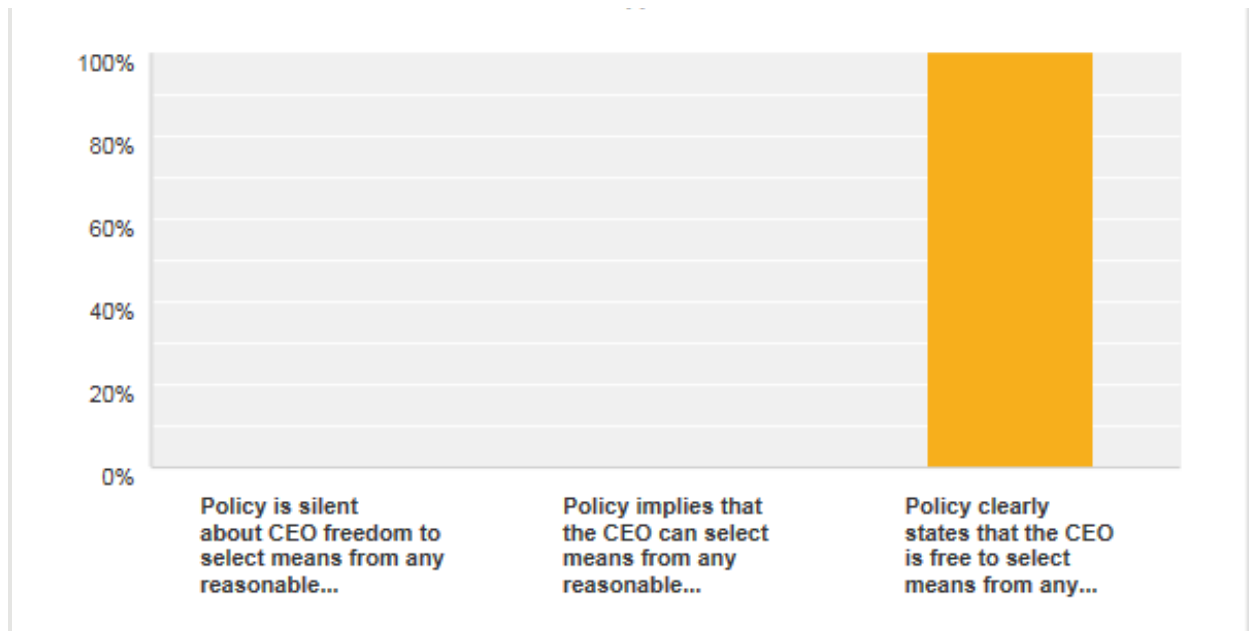
- The board continually demonstrates a strong desire to have linkage with the community. The response from community is often limited

## Principle 5. Board Means Policies



Answer Choices –	Responses
– The board has no policies outlining a board member code of conduct, nor even any that set out partial expectations relating to the board's own job results and conduct; It routinely violates these policy expectations.	0.00% 0
– The board has policies that set out expectations relating to the board's own job results and conduct, but those expectations are not all-inclusive, as in a code of conduct; It usually operates in accordance with these policy expectations, but sometimes violates them.	16.67% 1
– The board has policies (including a clearly recognizable board member code of conduct) that set out all its expectations relating to the board's own job results and conduct; It always operates in accordance with these policy expectations.	83.33% 5
<b>Total</b>	<b>6</b>
<b>Comments(0)</b>	

## Principle 6. Executive Limitations Policies

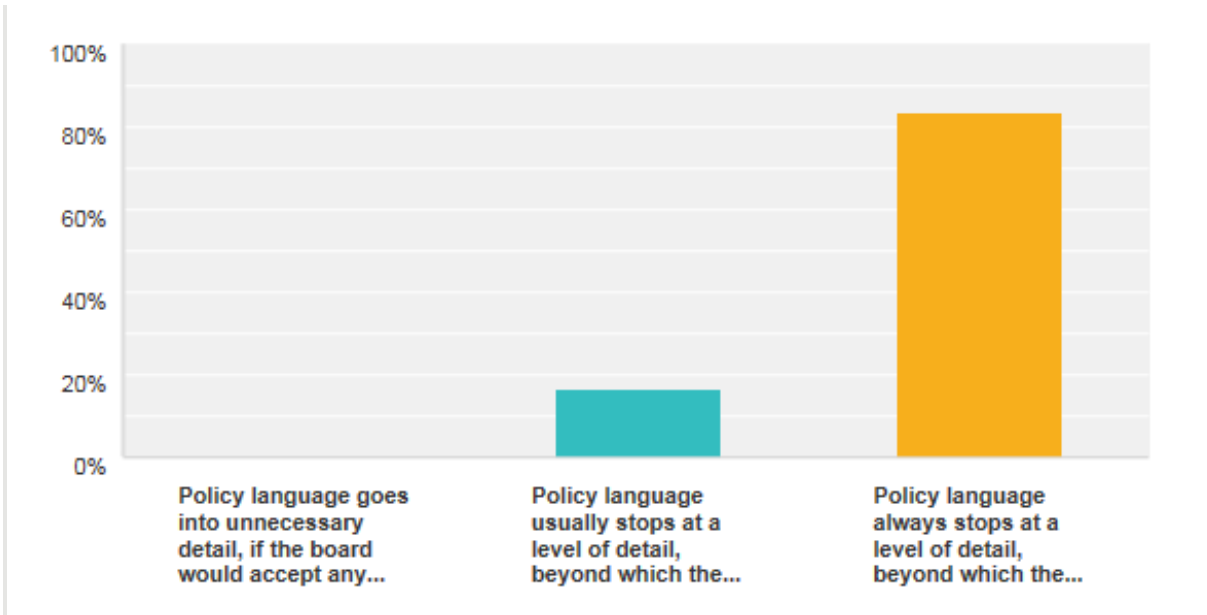


Answer Choices –	Responses –
– Policy is silent about CEO freedom to select means from any reasonable interpretation; the CEO waits on board approval before choosing from among available means to achieve Ends.	0.00% 0
– Policy implies that the CEO can select means from any reasonable interpretation; the CEO solicits board advice before choosing from among available means to achieve Ends.	0.00% 0
– Policy clearly states that the CEO is free to select means from any reasonable interpretation; the CEO chooses appropriate means to achieve Ends without asking for board approval.	100.00% 7
<b>Total</b>	<b>7</b>

### Comments(1)

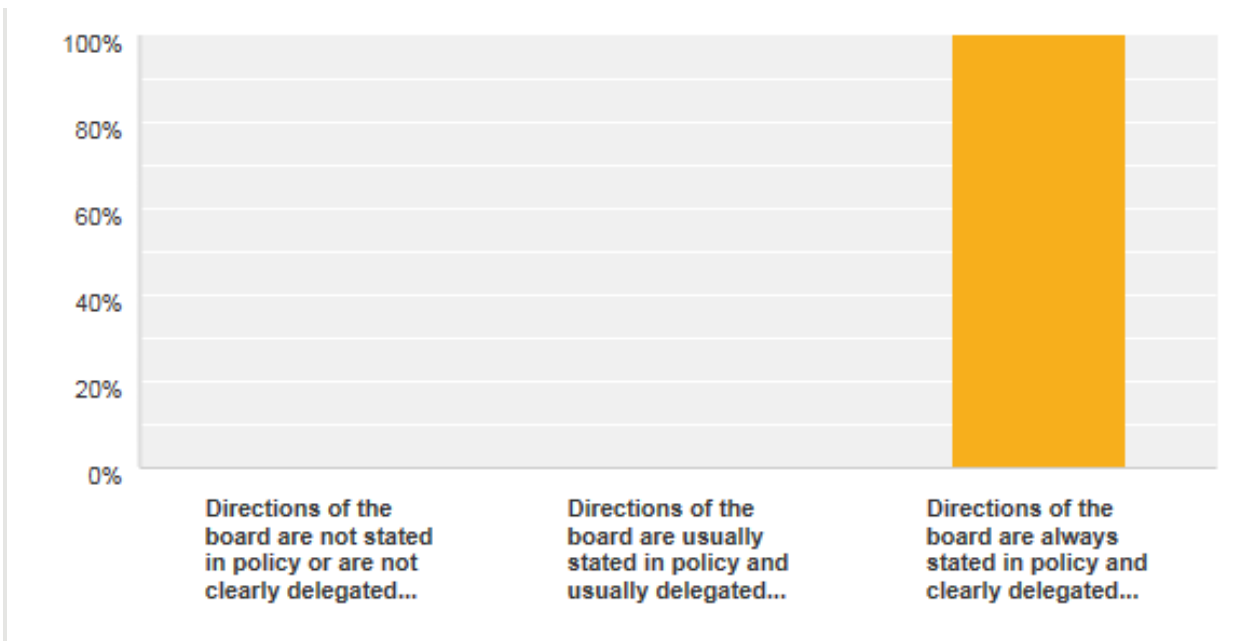
- The Superintendent is skilled at keeping the board informed about actions taken or planned to be taken without compromising her authority to select the means.

## 7. Policy Size



Answer Choices –	Responses
– Policy language goes into unnecessary detail, if the board would accept any reasonable interpretation of what is written; Direction is often given by the board through other means than that which is written in policy.	0.00% 0
– Policy language usually stops at a level of detail, beyond which the board will accept any reasonable interpretation of what is written; Some direction is given by the board through other means than that which is written in policy.	16.67% 1
– Policy language always stops at a level of detail, beyond which the board will accept any reasonable interpretation of what is written; No direction is given by the board except that which is written in policy.	83.33% 5
Total	6
Comments(0)	

## 8. Clarity and Coherence of Delegation



Answer Choices –	Responses
– Directions of the board are not stated in policy or are not clearly delegated (CEO, group, board officer, board committee, etc.); The full board fails to evaluate whether expectations have been met, or lets the CEO, a group, or a board officer or committee do it.	0.00% 0
– Directions of the board are usually stated in policy and usually delegated (CEO, group, board officer, board committee, etc.); The full board evaluates whether expectations have been met, but sometimes lets the CEO, a group, or a board officer or committee do it.	0.00% 0
– Directions of the board are always stated in policy and clearly delegated (CEO, group, board officer, board committee, etc.); The full board evaluates whether expectations have been met. This is true be it delegated to the CEO, a group, or a board officer or committee.	100.00% 6
<b>Total</b>	<b>6</b>
<b>Comments(0)</b>	

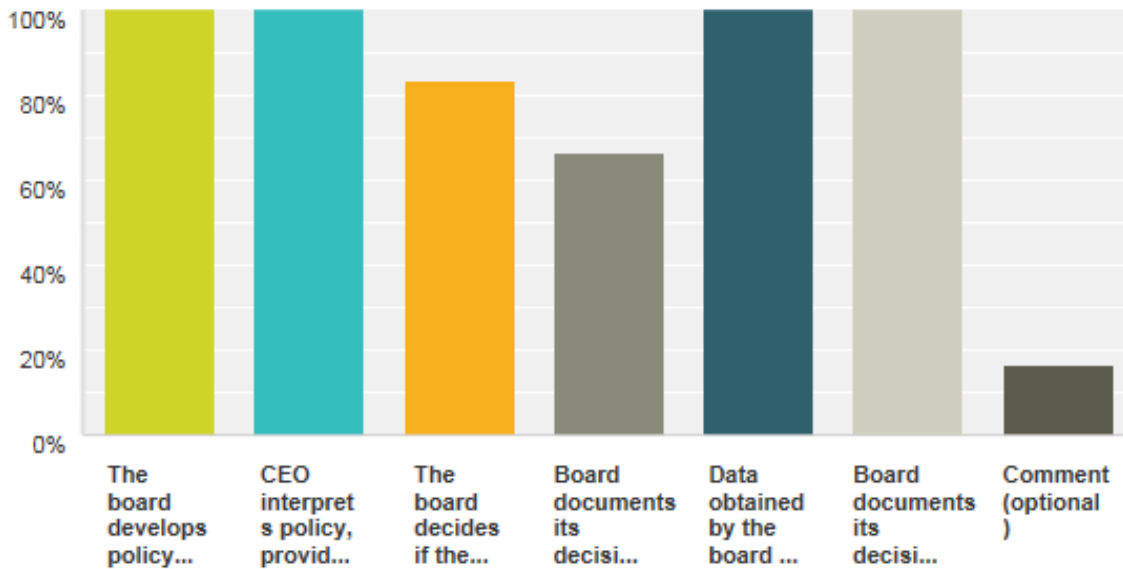


## 9. Any Reasonable Interpretation



Answer Choices –	Responses
– Policy fails to allow interpretation by the delegatee regardless of the manner of monitoring; When the board finds an interpretation is reasonable but not what it actually expects, it fails to clarify expectations for the future in the policy revision process that follows.	0.00% 0
– Policy allows some degree of interpretation by the delegatee depending on the manner of monitoring; When the board finds an interpretation is reasonable but not what it actually expects, it usually considers clarifying expectations for the future in the policy revision process that follows.	0.00% 0
– Policy allows interpretation by the delegatee regardless of the manner of monitoring; When the board finds an interpretation is reasonable but not what it actually expects, it clarifies expectations for the future in the policy revision process that follows.	100.00% 6
<b>Total</b>	<b>6</b>
<b>Comments(1)</b>	
<ul style="list-style-type: none"> <li>In cases where board language is quite specific, I have seen that it is necessarily so. There are policies that leave less room for interpretation than others because the measures are specifically stated.</li> </ul>	

## 10. Monitoring



Answer Choices –	Responses –
– The board develops policy describing expectations.	100.00% 6
– CEO interprets policy, providing an interpretation statement, with criteria for success.	100.00% 6
– The board decides if the interpretation statement is reasonable.	83.33% 5
– Board documents its decisions regarding interpretation.	66.67% 4
– Data obtained by the board is compared with criteria in CEO interpretation statement.	100.00% 6
– Board documents its decisions regarding whether criteria are met.	100.00% 6
– Responses	16.67%
Comment (optional)	1
Total Respondents: 6	