

BOARD MANAGEMENT DELEGATION POLICIES

Policy BMD #1: Global Board-Management Delegation

The board's sole official connection to the operational organization, its achievements, and its conduct will be through its PRINCIPAL.

Policy BMD #2a: Unity of Control Policy

Only officially passed motions of the board are binding on the PRINCIPAL.

Policy BMD #2b: Accountability of the PRINCIPAL

The PRINCIPAL is the board's only link to operational achievement and conduct, so all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the PRINCIPAL.

Policy BMD #2c: Delegation to the PRINCIPAL

The board will instruct the PRINCIPAL through written policies that prescribe the organizational Ends to be achieved and proscribe organizational situations and actions to be avoided, allowing the PRINCIPAL to use any reasonable interpretation of these policies.

Policy BMD #2d: Monitoring PRINCIPAL Performance

Systematic and rigorous monitoring of PRINCIPAL job performance will be solely against the only expected PRINCIPAL job outputs: the organizational accomplishment of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations.

Policy BMD #3a: Unity of Control

1. Decisions or instructions of individual board members, officers, or committees are not binding on the PRINCIPAL except in rare instances when the board has specifically authorized such exercise of authority.
2. In the case of board members or committees requesting information or assistance without board authorization, the PRINCIPAL can refuse such requests that require, in the PRINCIPAL's opinion, a material amount of staff time or funds, or are disruptive, or are in violation of FERPA.

Policy BMD #3b: Accountability of the PRINCIPAL

1. The board will never give instructions to persons who report directly or indirectly to the PRINCIPAL.
2. The board will not evaluate, either formally or informally, any faculty or staff member other than the PRINCIPAL.
3. The board will view PRINCIPAL performance as identical to organizational performance so that organizational accomplishment of board-stated Ends and avoidance of board-proscribed means will be viewed as successful PRINCIPAL performance.

Policy BMD #3c: Delegation to the PRINCIPAL

1. The board will develop policies instructing the PRINCIPAL to achieve specified results, for specified 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 Ends policies. All issues that are not Ends issues as defined here are means issues.
2. The board will develop policies that limit the latitude the PRINCIPAL may exercise in choosing operational means. These limiting policies will describe those practices, activities, decisions, and circumstances that would be unacceptable to the board even if they were to be effective. Policies are developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. The board will never prescribe organizational means delegated to the PRINCIPAL.
 - a. Below the global level, a single limitation at any given level does not limit the scope of the forgoing level.
 - b. Below the global level, the aggregate of limitations on any given level may embrace the scope of the forgoing level, but only if justified by the PRINCIPAL to the board's satisfaction.
3. As long as the PRINCIPAL uses any reasonable interpretation of the board's Ends and Executive Limitations policies, the PRINCIPAL is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and pursue all activities. Such decisions of the PRINCIPAL shall have full force and authority as if decided by the board.
4. The board may change its Ends and Executive Limitations policies, thereby shifting the boundary between the board and the PRINCIPAL domains. By doing so, the board changes the latitude of choice given to the PRINCIPAL. But as long as any particular delegation is in place, the board will respect and support the PRINCIPAL's choices.

Policy BMD #3d: Monitoring PRINCIPAL Performance

1. Monitoring is simply to determine the degree to which board policies are being met. Information that does not do this will not be considered to be monitoring information.
2. The board will acquire monitoring information by one or more of three methods:
 - a. By internal report, in which the PRINCIPAL discloses interpretations and compliance information to the board.
 - b. By external report, in which an external, disinterested third party selected by the board assesses compliance with board policies.
 - c. By direct board inspection, in which a designated member or members of the board assess compliance with the appropriate criteria.
3. In every case, the board will judge (a) the reasonableness of the PRINCIPAL's interpretation and (b) whether data or other evidence demonstrate accomplishment of the interpretation.
4. The standard of compliance shall be any reasonable PRINCIPAL interpretation of the board policy being monitored. The board is the final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than with an interpretation favored by board members or by the board as a whole.
5. All policies that instruct the PRINCIPAL will be monitored at a frequency and by a method chosen by the board. The board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.