

BOARD/STAFF RELATIONSHIPS

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ORGANIZATION INTRA-RELATIONSHIPS

The Board of Directors shall link governance and management functions with adherence and commitment through a single, chief executive officer, titled Headmaster, while recognizing contractual obligations to Ferris State University and Helicon Associates, Inc.

1. A management company shall be contracted to provide specific services to the Academy on the terms and conditions of a specific contract. All Board authority delegated to staff is delegated through the Headmaster.
2. Contractual obligations to (a) Ferris State University and (b) the management company are detailed in their specific contracts, including monitoring requirements.
3. The Headmaster is accountable to the Board for achievement of the Board's Organizational Purpose policies (1000 Series), Executive Limitations policies (2000 Series), and the Board Governance Policy 4306 (Headmaster's Job Description). *The Headmaster can only be appraised against these policy criteria.*
4. Monitoring data, those that disclose the degree of organizational performance upon Organizational Purpose policies (1000 Series) and Executive Limitations policies (2000 Series), will be systematically gathered by the Board and considered to be the only appraisal criteria of the Headmaster's performance.
5. The Board may change any of its policies, thereby shifting the boundary between Board and Headmaster domains. By so doing, the Board changes the latitude of choice given to the Headmaster. However, as long as any particular delegation is in place, the Board and its members will respect and support the Headmaster's choices. This does not prevent the Board from obtaining information in the delegated areas through its monitoring process.
6. Individuals Board members may have friendships with the Headmaster or other staff members, but can **never** speak with instructive authority for the Board, nor individually waive requirements set by the Board.

MARSHALL ACADEMY

Adopted: 12/11/2001

HEADMASTER AUTHORITY

The Board will instruct the Headmaster through written policies, delegating to him interpretation and implementation of those policies. The Headmaster is accountable to the Board for achievement of provisions of the Board's Organizational Purpose policies (1000 Series) and Board Governance Policy 4306 (Headmaster's Job Description). The Headmaster shall also act within the provisions of the Board's Executive Limitations policies (2000 Series). The Headmaster can only be appraised against these policy criteria.

1. The Headmaster is authorized to establish administrative regulations (staff procedures), make decisions, take actions, establish practices, and develop activities, using any reasonable interpretation within the parameters established by the Organizational Purpose (1000 Series) and Executive Limitations (2000 Series) policies.
2. Only decisions of the Board acting as a body are binding upon the Headmaster. Decisions or instructions of individual Board members, officers, or committees are *not binding on the Headmaster except in those instances when the Board has specifically authorized such exercise of authority.*
 - a. If individuals, Board members, officers, or committees request information or assistance without Board authorization, the Headmaster can refuse such requests that require, in the Headmaster's judgment, a material amount of staff time or funds, or is disruptive to the effective administration of the Academy.
 - b. As stated in Policy 2700, the Headmaster shall advise the Board when, in the Headmaster's opinion, the Board is not in compliance with its own policies on Governance Process policies (4000 Series) and Board/Staff Relationship policies (3000 Series), particularly in the case of Board member behavior that is detrimental to the working relationship between the Board and the Headmaster.

MARSHALL ACADEMY

Adopted: 12/11/2001

NON-BOARD ADVISORY COMMITTEES

Marshall Academy will accomplish its Mission and make its Vision a reality through adherence and commitment to excellence and encouraging participation in the decision-making process. Therefore, the Academy shall:

1. Focus on the establishment of an atmosphere and structure which encourages collaborative parental and employee involvement and participation in making and implementing decisions affecting the future of Marshall Academy and that fosters open communication throughout the organization.

The Headmaster may create advisory committees and dissolve them at any time. The purpose and parameters for operation of the committee shall be established before convening the committee and presented to members on or before the first meeting.

MARSHALL ACADEMY

Adopted: 12/11/2001

COLLABORATIVE DECISION-MAKING

Collaborative Decision-Making (CDM) recognizes the wealth of talent and energy of parents and employees in focusing on improving student performance and increasing school and community satisfaction. Therefore, Marshall Academy has embraced CDM as the Academy philosophy used in planning, problem-solving, and implementing decisions.

Decisions made throughout the Academy may not be in conflict with federal or state laws or regulations, Board policies or administrative regulations.

The Academy will work with parents and employees to continuously improve the process used in implementing the Collaborative Decision-Making (CDM) philosophy.

MARSHALL ACADEMY

Adopted: 12/11/2001

BOARD/STAFF RELATIONSHIPS

3301.1 REF.

PRINCIPLES FOR COLLABORATION

1. Ground rules and mission statement *will be agreed upon and used to guide each meeting.*
2. Areas impacted by decisions to be made will be represented at all meetings.
3. Discussions will be geared toward solutions; brainstorming will be used to elicit participation and seek creative solutions.
4. Everyone at the meeting will serve as monitors of the process.
5. Information will be shared openly and early; request for information will be responded to immediately.
6. Financial information will be readily available for all participants to use in the decision-making process.
7. Notes will be taken by a recorder at each meeting and will be considered the only official notes. They will be signed by all participants before the meeting concludes.
8. Each member will be responsible for eliminating superfluous issues and staying focused.
9. *Issues presented will be prioritized.*
10. At the end of each meeting, an agenda will be set for the next session.
11. Issues brought to the table must be thoroughly explained.
12. A mechanism for on-going problem-solving will be a requirement.
13. Positive, problem-solving attitudes must be maintained at all times.
14. Final agreements will be supported once consensus has been reached.
15. Refreshments will be provided at each meeting.
16. All participating members will be trained together in a collaborative approach to problem solving.

MARSHALL ACADEMY

Adopted: 12/11/2001

MONITORING

Monitoring data to disclose the degree of organizational performance based upon Organizational Purpose policies (1000 Series) and Executive Limitations policies (2000 Series) shall be systematically gathered by the Board and considered to be the appraisal of the Headmaster's performance.

1. A given policy may be monitored in one or more of three ways:
 - (a) Internal report: Disclosure of compliance information to the Board from the Headmaster;
 - (b) External report: Discovery of compliance information by a disinterested, external auditor or inspector selected by and reporting to the Board;
 - (c) Direct inspection: Discovery of compliance information by a committee or Board member authorized by the Board or the Board as a whole.
2. Any policy in the Organizational Purpose (1000) and Executive Limitation (2000) Series can be monitored by these methods at any time the Board chooses. For systematic, regular monitoring, each of the policies in these two Series will be classified by the Board according to frequency and method.
3. The Board will complete a formal appraisal of the Headmaster annually using the process outlined in Board regulation 4306. Any appraisal of the Headmaster, formal or informal, may be derived **only** from the monitoring data as defined here as it has appeared over the intervening year.

MARSHALL ACADEMY

Adopted: 12/11/2001

MONITORING

The Board of Directors shall appraise organization performance based only upon Organizational Purpose policies (1000 Series) and Executive Limitations policies (2000 Series). It is the responsibility of the Board to monitor results only and not processes used to implement these policies (Processes are the responsibility of the Headmaster.).

This will be accomplished in one or more of three ways:

1. **Internal Reports** - Information brought to the Board by the Headmaster. This information may be received in different formats. Examples would be reports on various components of the Academy such as curriculum, budget, staffing, advisory committees, program statistics, receipt of federal and state grants, building/bond projects; annual report; administrative regulations.
2. **External Reports** - Information brought to the Board by a disinterested, external auditor or inspector. Such reports must assess Headmaster performance only *against policies of the Board, not those of the external party unless the Board has previously indicated that party's opinion to be the standard.* Examples of this information would include the financial audit; results of student standardized testing; accreditation reports; survey data.
3. **Direct Inspection** - Information that comes to the Board through personal experience recognizing that no Board committee or individual Board member has any authority other than that given by the Board as a whole. This is a Board inspection of documents, activities, or circumstances directed by the Board which allows a "prudent person" test of policy compliance.

The frequency of these reports shall be determined by the Board in collaboration with the Headmaster unless there is a legal timeline requirement as in the case of the financial audit, accreditation, testing.

MARSHALL ACADEMY

Adopted: 12/11/2001