



HEARTLAND LAKES COMMUNITY SCHOOL EXISTS TO EMPOWER SCHOLARS TO:
BRAVELY LIVE THEIR TRUTH,
TO BECOME WISE STEWARDS OF THE LAND AND RESOURCES
AND TO IGNITE LASTING CURIOSITY THAT LEADS TO POSITIVE CHANGE IN THEIR SCHOOL, THEIR COMMUNITIES, AND THEMSELVES.

Board-Staff Linkage

Adoption:	October 14, 2024
Revision History	
Last Board Review: October 14, 2024	
Next Board Review: October 2027	
Review Frequency: Every 3 Years (per Policy 208)	

Board-Staff Linkage

The Board's sole official connection to the operational organization, its achievements, and conduct will be through the School Director.

Unity of Control

Only decisions of the Board acting as a body are binding on the Director.

Accordingly:

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

Accountability of the Director

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

Accordingly:

1. The Board will never give instructions to persons who report directly or indirectly to the Director.
2. The Board will refrain from evaluating, either formally or informally, any staff other than the Director.
3. The Board will view Director performance as identical to organizational performance so that organizational accomplishment of Board-stated Outcomes and avoidance of Board-proscribed means will be viewed as successful Director performance.

4. The Board will approve or veto nominations presented by the Director for emergency interim successor.

Delegation to the Director

The Board will instruct the Director through written policies that prescribe the organizational Outcomes to be achieved and describe organizational situations and actions to be avoided, allowing the Director to use any reasonable interpretation of these policies.

Accordingly:

1. The Board will develop policies instructing the Director to achieve our Outcomes. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Outcomes.
2. The Board will develop policies that limit the latitude the Director may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Director Limitations policies.
3. As long as the Director uses any reasonable interpretation of the Board's Outcomes and Director Limitations policies, the Director is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
4. The Board may revise its Outcomes and Director Limitations policies, thereby shifting the boundary between Board and Director domains. By doing so, the Board changes the latitude of choice given to the Director, and the Board will respect and support the Director's choices.

Monitoring Director Performance

Systematic and rigorous monitoring of Director job performance will be measured solely upon specifically defined job outputs: accomplishment of Board policies on Outcomes and operation within the boundaries established in Board policies on Director Limitations.

Accordingly:

1. Monitoring is simply to determine the degree to which Board policies are being met. Data that do not do this will not be considered to be monitoring data.
2. The Board will acquire monitoring data by one or more of three methods:
 - a. by internal report, in which the Director discloses 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 the Board assesses compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be any reasonable interpretation of the Board policy being monitored.
4. All policies which instruct the Director 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 developed by the Board.

Global Governance Commitment

The purpose of the Board, on behalf of the community of Park Rapids, is to see to it that Heartland

Lakes Community School (a) achieves appropriate results for appropriate persons at an appropriate cost (as specified in Board Ends policies), and (b) avoids unacceptable actions and situations (as prohibited in Board Director Limitations policies).

Governing Style

The Board will govern lawfully with emphasis on (1) outward vision rather than on internal preoccupation, (2) encouragement of diversity in viewpoints, (3) strategic leadership more than administrative detail, (4) clear distinction between the HLCS Board and HLCS Director roles, (5) collective rather than individual decisions, (6) future rather than past or present, and (7) proactivity rather than reactivity.

Accordingly:

1. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual Board members to enhance the ability of the Board as a body, but will not substitute individual judgments for the Board's collective values.
2. The Board will hold itself accountable to govern with excellence. This self-discipline will apply to matters such as attendance, preparation for meetings, policy making principles, respect of roles, and ensuring the continuity of governance capability.
3. The Board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended long-term impacts outside the staff organization, not on the administrative or programmatic means of attaining those effects.
4. Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement.
5. The Board will monitor the Board's process and performance. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Staff relationship categories.
6. The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling group obligations.

Board Job Description

The job of the Board is to represent the students, staff, families and the Park Rapids area community in determining and demanding appropriate organizational performance.

Accordingly:

1. The Board will establish and effectively maintain the link between Heartland Lakes Community School and its stakeholders.
2. The Board will establish and effectively maintain written governing policies that, at the broadest levels, address each category of organizational decision.
 - a. Ends: Desired results, for whom, and at what relative value or worth.
 - b. Director Limitations: Constraints on the School Director's authority that establish the prudent and ethical boundaries within which all Director activity and decisions must take place.

- c. Governance Process: Specification of how the Board conceives, carries out, and monitors its own task.
 - d. Board-School Director Linkage: How power is delegated and its proper use monitored; the School Director's role, authority, and accountability.
3. The Board will produce assurance of the Director's performance (utilizing policies in 2a and 2b).

Agenda Planning

To accomplish its governance responsibilities consistent with Board policies, the Board will follow an annual agenda that: (1) completes re-evaluation of Ends policies annually and (2) continually improves Board performance through Board education and enriched input and deliberation.

Accordingly:

1. The cycle will conclude each year on the last day of September so that administrative planning and budgeting can be based on accomplishing a one year segment of the Board's most recent statement of long term Ends.
2. The cycle will start with the Board's development of its agenda for the next year.
 - a. Between June and August methods of gaining ownership input will be identified and scheduled, to be carried out during the agenda cycle.
 - b. Between June and August of each year methods of Board education including education related to Ends determination (for example, presentations by demographers, advocacy groups, and staff) will be identified and scheduled, to be carried out during the agenda cycle.
3. Throughout the year the Board will attend to consent agenda items as expeditiously as possible.
4. Regular monitoring reports will be presented by the School Director at each regular meeting.
5. Additional policy monitoring will be included on the agenda if regular monitoring reports show policy violations or if policy criteria are to be debated.
6. School Director compensation and contract renewal will be decided after a review of monitoring reports received in the last year during the month of April.

Chair's Role

The Chair, a specially empowered member of the Board, assures the integrity of the Board's process and secondarily, occasionally represents the Board to outside parties.

Accordingly:

1. It is the responsibility of the Chair to ensure that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - a. Meeting discussion content will be only those issues, which, according to Board policy, clearly belong to the Board to decide or to monitor.
 - b. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
2. The authority of the Chair consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-Director Linkage, except employment or termination of the Director and where the Board specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in these

policies.

- a. The Chair is empowered to chair Board meetings, with all the commonly accepted power of that position (for example, ruling, recognizing).
- b. The Chair has no authority to make decisions about policies created by the Board within Ends and Director Limitations policy areas. Therefore, the Chair has no authority to supervise or direct the Director.
- c. The Chair may represent the Board to outside parties in announcing Board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
- d. The Chair may delegate this authority but remains accountable for its use.

Board Member's Code of Conduct

The Board commits itself and its members to ethical, businesslike and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

Accordingly:

1. Members must have loyalty to the ownership, un-conflicted by loyalties to staff, other organizations, and any personal interest as a consumer.
2. Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - a. There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
 - b. When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote but also from the deliberation.
 - c. Board members must not use their positions to obtain employment for themselves, family members, or close associates.
 - d. Members will annually disclose their involvements with other organizations, with vendors, or any other associations that might produce a conflict.
3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
 - a. Members' interaction with the Director or with staff must recognize the lack of authority vested in individuals except when explicitly authorized by the Board.
 - b. Members' interactions with public, press, or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
 - c. Members shall not publicly make or express individual negative judgments about Director or staff performance. Any such judgments of Director performance will be made only by the Board, meeting in session with the Director, as appropriate.
4. Members will respect the confidentiality appropriate to issues of a sensitive nature.
5. Members agree to abide by the Heartland Lakes Community School Board Member Agreement.
6. Members will be properly prepared for Board deliberation.

Board Committee Principles

Board committees, when used, will be used to support the work of the Board and to reinforce the wholeness of the Board's job, and never to interfere with delegation of authority from the Board to Director.

Accordingly:

- 1.** Board committees are to help the Board do its job, never to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will not have dealings with current staff operations.
- 2.** Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Director.
- 3.** Board committees cannot exercise authority over the staff. Because the Director works for the full Board, he or she will not be required to obtain approval of a Board committee before a Director action.
- 4.** Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee that has helped the Board create a policy on some topic will not be used to monitor organizational performance on that same topic.
- 5.** Committees will be used sparingly, and ordinarily in an *ad hoc* capacity.
- 6.** This policy applies to any group that is formed by Board action, whether or not it is called a committee and regardless of whether the group includes Board members. It does not apply to committees formed under the authority of the Director.