

BOARD POLICY MANUAL

<b>Type:</b>	Board-Management Delegation	<b>Approved:</b>	April 19, 2011
<b>Policy:</b>	<b>BMD-3 Delegation to the Key Employees</b>	<b>Revised:</b>	November 21, 2024
		<b>Last Review:</b>	November 21, 2024

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

1. The board will develop policies instructing the Principal to achieve certain results, for certain 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 above are Means issues.
2. The board will develop policies that limit the latitude each of the Key Employees may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the board for reasons of prudence and ethics, even if they were to be effective. These policies will be 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 Director or the Principal.
3. As long as the Key Employees use *any reasonable interpretation* of the board's Ends and Executive Limitations policies, they are authorized to establish all operational policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the Key Employees 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 board and Key Employee domains. By doing so, the board changes the latitude of choice given to the Key Employees. But as long as any particular policy is in place, the board will respect and support any Key Employee choice that is a reasonable interpretation of the policy. This does not prevent the Board from obtaining information from the Key Employee about the delegated areas, except for confidential data.
5. Generally, responsibilities for the programs and policies of the Society and the School are separated as follows:
  - (a) The Director is the Chief Executive Officer of the school, responsible for managing the school in accordance with the policies of the Society and the Ministry of Education. More generally these include finance, facilities, technology and business management.
  - (b) Subject to the stated policies of the Society, the Principal, shall be responsible for the general organization, admissions, administration and supervision of the School, its program and curriculum, the staff, and for administrative functions that pertain to liaison between the School and the Society.