

# Case Study

## REPORT TO BOARD OF TRUSTEES RED LAKES REGION SCHOOL BOARD

**TOPIC:** Who Makes the Unpopular Choices When Resources Are Scarce?

**DATE:** March 14, 2017

### SCENARIO:

Red Lakes Region School implemented full day junior kindergarten for all students 5 years ago. Since then, government funding to school boards has decreased overall by 20%.

Red Lakes Region School is about to reduce the number of kindergarten hours that will be offered to junior kindergarten students. Changes include:

- Half day programs only will be available on the west side of the city
- The east side, where more socio-economic challenges exist, will receive 3 full days and 2 half days of junior kindergarten classes per week.

In compliance with the Executive Limitations Policy of the Board #2.8 Communication and Support to the Board, the CEO has just informed the Board that change will take place September 2018.

### CHEAT NOTES - Listed below are excerpts from the Board's Policy

BOARD POLICIES	
<b><u>Ends/Strategic Outcomes – Board Policy</u></b>	
<ul style="list-style-type: none"> <li>• “Young people will have all the knowledge and ability that will prepare them for the next stage of their lives that can be obtained at a reasonable tax rate”.</li> <li>• “Students entering grade one will be ready to learn”.</li> </ul>	
<b><u>Executive Limitations – Board Policy</u></b>	
<ul style="list-style-type: none"> <li>• The CEO will not allow a material deviation of expenditures from the Board's Ends priorities.</li> <li>• The CEO will not let the Board be unaware of material internal and external changes.</li> </ul>	
<b><u>Board-Staff Relationship – Board Policy</u></b>	
<ul style="list-style-type: none"> <li>• Accomplishment of Ends and compliance with Executive Limitations will be viewed as successful CEO performance.</li> <li>• The Board directs the CEO to achieve specific results, for specific recipients, at a specified cost.</li> <li>• Executive Limitations limit the latitude the CEO may exercise in choosing organizational means.</li> <li>• <u>As long as the CEO uses any reasonable interpretation of these policies, the CEO may make further decisions, which have full force and authority as if decided by the Board.</u></li> <li>• As long as any particular delegation is in place, the Board will respect and support the CEO's choices.</li> </ul>	
<b><u>Governance Process – Board Policy</u></b>	
<ul style="list-style-type: none"> <li>• The Board will govern with clear distinction of Board and Chief Executive roles.</li> <li>• As an informed agent of the ownership, the Board has responsibility to create the link between the ownership and the operational organization.</li> <li>• Written governing policies will be created that address the broadest levels of all organizational decisions, specifically including Ends and Executive Limitations.</li> </ul>	

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## DISCUSSION QUESTIONS

1. What has the Board already said in its relevant policies?
2. According to the Board's policies, does this scenario refer to anything that has been delegated to the CEO?  
  
☐ Yes ☐ No (please check and explain)
3. Does this scenario suggest that the CEO is in compliance with a reasonable interpretation of the Board's Ends and Executive Limitations Policies?  
  
☐ Yes ☐ No ☐ Unsure (please check)
4. What additional information, if any, does the Board need before responding? What questions might you ask as a Board Member?
5. What action, if any, should the Board now take that you believe would be consistent with Governance Process and Board-Staff Relationship policies?
6. If the action you propose involves a possible Board policy change what amendments or additions do you suggest?