



ICC Austin

Cooperative Housing for Students, Not for Profit

Policy Type: Board-Staff Relationship
Policy Title: D – Global Board-Management Connection
Last Revised: **July 16, 2015**

The Board's sole official connection to the operations of the cooperative will be through the Executive Director.



ICC Austin

Cooperative Housing for Students, Not for Profit

Policy Type: Board-Staff Relationship

Policy Title: D1 – Unity of Control

Last Revised: **July 16, 2015**

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

1. Decisions or instructions of individual Directors, officers, or committees are not binding on the Executive Director except in rare instances when the Board has specifically authorized this power.
2. In the case of Directors or committees requesting information or assistance without Board authorization, the Executive Director can refuse any requests that, in the Executive Director's opinion, may disrupt operations or that require too much staff time or resources.



ICC Austin

Cooperative Housing for Students, Not for Profit

Policy Type: Board-Staff Relationship
Policy Title: D2 – Accountability of the Executive Director
Last Revised: **July 16, 2015**

The Executive Director is the Board's only link to operational achievement and conduct.

1. The Board will view Executive Director performance as identical to organizational performance so that ICC Austin's accomplishment of Board-stated Ends and avoidance of Board-proscribed means will be viewed as successful Executive Director performance.
2. The Board will not instruct or evaluate any employee other than the Executive Director.



ICC Austin

Cooperative Housing for Students, Not for Profit

Policy Type: Board-Staff Relationship
Policy Title: D3 – Delegation to the Executive Director
Last Revised: **July 16, 2015**

The Board delegates authority to the Executive Director through written Ends and Executive Limitations policies.

1. As long as the Executive Director uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the Executive Director is authorized to establish all further policies, practices, and plans for the cooperative.
2. The Board will respect and accept the Executive Director's choices as long as those choices are based on reasonable interpretations of Board policies.
3. If the Board changes an Ends or Executive Limitations policy, the date for compliance will be stated. Until that date the existing policy will stand.



ICC Austin

Cooperative Housing for Students, Not for Profit

Policy Type: Board-Staff Relationship
Policy Title: D4 – Monitoring Executive Director Performance
Last Revised: **July 16, 2015**

The Board will systematically and rigorously monitor and evaluate the Executive Director's job performance.

1. Monitoring is how the Board determines the degree to which the Executive Director is following Board policies. Information that does not directly relate to Ends or Executive Limitations policies is not monitoring information.
2. The Board will acquire monitoring information by internal report, in which the Executive Director discloses interpretation and compliance information to the Board, and additional methods when specifically called for, including (a) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies; or (b) by direct Board inspection, in which a designated Director or committee assesses compliance with the policy criteria.
3. In every case, the standard for compliance will be any reasonable Executive Director interpretation (as described by operational definitions and metrics) 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 interpretations favored by individual Directors or by the Board as a whole.
4. The Executive Director is compliant with a policy if he/she presents a reasonable interpretation and adequate data that demonstrate accomplishment of that interpretation.
5. The Board will monitor all policies that instruct the Executive Director. The Board can monitor any policy at any time by any method listed above but will ordinarily follow the schedule outlined in the Board monitoring calendar.
6. The Board's annual evaluation of the Executive Director based on a summary of monitoring reports received from March 1st through February 28th, will be completed by the March Board meeting. The Board will make its decisions concerning the evaluation and the employment contract no later than the Spring General Membership Meeting.