

ROLE OF SCHOOL DISTRICT ADMINISTRATION

In this series of the board policy manual, the board defines the role and the employment of school district administrators. Policies in the 400 Series, "Employees," also apply to administrators unless a more specific policy exists in the 300 Series, "Administration."

School district administrators have been given a great opportunity and responsibility to manage the school district, to provide educational leadership, and to implement the educational philosophy of the school district. They are responsible for the day-to-day operations of the school district. In carrying out these operations, the administrators are guided by board policies, the law, the needs of the students, and the wishes of the citizens in the school district community.

It is the responsibility of the administrators to implement and enforce the policies of the board, to oversee employees, to monitor educational issues confronting the school district, and to inform the board about school district operations.

While the board holds the superintendent ultimately responsible for these duties, the principals are more directly responsible for educational results, for the administration of the school facilities and for the employees.

The board and the administration will work together to share information and decisions under the management team concept.

Approved 12-12-13

Reviewed 11-19-13

Revised 10-10-13

MANAGEMENT

The board and the administrators will work together in making decisions and setting goals for the school district. This effort is designed to obtain, share, and use information to solve problems, make decisions, and formulate school district policies and regulations.

It is the responsibility of each administrator to fully participate in the management of the school district by investigating, analyzing, and expressing their views on issues. Those board members or administrators with special expertise or knowledge of an issue may be called upon to provide information. Each board member and administrator will support the decisions reached on the issues confronting the school district.

The board is responsible for making the final decision in matters pertaining to the school district.

It is the responsibility of the superintendent to develop guidelines for cooperative decision-making.

Legal Reference: Iowa Code § 279.8 (2013).

Cross Reference: 301 Administrative Structure

Approved 12-12-13

Reviewed 11-19-13

Revised 10-10-13

ADMINISTRATIVE TEAM

The Board of Education and the Humboldt Community School District subscribe to, and will operate within the administrative team concept

The general purpose of this statement is to foster mutual support and loyalty of the administrative team and the Board of Education working within the State's statutes, rulings of the Department of Education, and the rules and regulations established by the Board of Education.

The administrative team and the Board of Education recognize the need for cooperation understanding and mutual support to operate an effective program of educational opportunity in the Humboldt Community School District. The efficient management of a school system requires a total team effort.

The superintendent of schools is recognized as the leader of the administrative team, and other team members include all building administrators and central staff as designated by the superintendent.

Legal Reference: Iowa Code § 279.8 (2013).
281 I.A.C. 12.3(3).

Cross Reference: 301 Administrative Structure

Approved 12-12-13Reviewed 11-19-13Revised 10-10-13

SUPERINTENDENT QUALIFICATIONS, RECRUITMENT, APPOINTMENT

The board will employ a superintendent to serve as the chief executive officer of the board, to conduct the daily operations of the school district, and to implement board policy with the power and duties prescribed by the board and the law.

The board will consider applicants that meet or exceed the standards set by the Iowa Department of Education and the qualifications established in the job description for the superintendent position. In employing a superintendent, the board will consider the qualifications, credentials and records of the applicants without regard to race, color, religion, sex, national origin, age, creed, sexual orientation, gender identity, marital status or disability. In keeping with the law, however, the board will consider the veteran status of the applicants. The board will look closely at the training, experience, skill and demonstrated competence of qualified applicants in making its final decision.

In choosing a superintendent, the board will also consider the school district's educational philosophy, financial situation, organizational structure, education programs, and other factors deemed relevant by the board.

The board may contract for assistance in the search for a superintendent.

Legal Reference: 29 U.S.C. §§ 621-634 (2012).
 42 U.S.C. §§ 2000e *et seq.* (2012).
 Iowa Code §§ 21.5(1)(i); 35C; 216; 279.8, .20 (2013).
 281 I.A.C. 12.4(4).
 1980 Op. Att'y Gen. 367.

Cross Reference: 200.2 Powers of the Board of Directors
 200.3 Responsibilities of the Board of Directors
 301 Administrative Structure
 302 Superintendent

Approved 12-12-13

Reviewed 11-19-13

Revised 10-10-13

SUPERINTENDENT CONTRACT AND CONTRACT NONRENEWAL

The length of the contract for employment between the superintendent and the board is determined by the board. The contract will begin on July 1 and end on June 30. The contract will state the terms of employment and shall not exceed three years.

The first three consecutive years of a contract issued to a newly employed superintendent is considered a probationary period. The probationary period may be extended for an additional year upon the consent of the superintendent. In the event of termination of a probationary or nonprobationary contract, the board will afford the superintendent appropriate due process, as required by law. The superintendent and board may mutually agree to terminate the superintendent's contract at any time.

It is the responsibility of the board to provide the contract for the superintendent. The board may issue a temporary and nonrenewable contract in accordance with law.

If the superintendent wishes to resign, to be released from a contract, or to retire, the superintendent must comply with applicable law and board policies.

Legal Reference: Martin v. Waterloo Community School District, 518 N.W. 2d 381 (Iowa 1994).
 Cook v Plainfield Community School District, 301 N.W.2d 771 (Iowa App. 1980).
 Board of Education of Fort Madison Community School District v. Youel, 282 N.W.2d
 677 (Iowa 1979).
 Briggs v Board of Directors of Hinton Community School District, 282 N.W.2d 740
 (Iowa 1979).
 Luse v. Waco Community School District of Henry Co., 258 Iowa 1087, 141 N.W.2d
 607 (1966).
 Iowa Code § 279
 281 I.A.C. 12.4

Cross Reference: 302 Superintendent

Approved 9-14-17 Revised 8-15-17

SUPERINTENDENT SALARY AND OTHER COMPENSATION

The board has complete discretion to set the salary of the superintendent. It is the responsibility of the board to set the salary and benefits of the superintendent at a level that will include consideration of, but not be limited to, the economic condition of the school district and the training, experience, skill, and demonstrated competence of the superintendent. The salary is set at the beginning of each contract term.

In addition to the salary and benefits, the superintendent's actual and necessary expenses are paid by the school district when the superintendent is performing work-related duties. It is within the discretion of the board to pay dues to professional organizations for the superintendent.

The board may approve the payment of dues and other benefits or compensation over and above the superintendent's contract. Approval of dues and other benefits or compensation will be included in the records of the board in accordance with board policy.

NOTE: Boards that pay professional dues for the superintendent should document that doing so is an appropriate use of public funds and why it is an appropriate use.

Legal Reference: Iowa Code §§ 279.8, .20 (2013).
1984 Op. Att'y Gen. 47.

Cross Reference: 302 Superintendent

Approved 12-12-13 Reviewed 11-19-13 Revised 10-10-13

SUPERINTENDENT DUTIES

Job Goal:

To provide district wide leadership in improving teaching and learning that increases achievement and promotes success of all students.

Statement of Guiding Principles:

The Board employs a superintendent of schools to serve as the chief executive officer of the Board. The Board delegates to the superintendent the authority to implement Board policy and to execute decisions made by the Board concerning the internal operations of the school district, unless specifically stated otherwise. The superintendent shall be responsible for the implementation and execution of Board policy and the observance of Board policy by employees and students. The superintendent shall be responsible for overall supervision and discipline of employees and the education program.

Qualifications:

The Board shall consider applicants that meet or exceed the standards set by the Iowa Department of Education and the qualifications established in the job description for the superintendent position. In employing a superintendent, the Board shall consider the qualifications, credentials and records of the applicants without regard to race, color religion, sex, national origin, age, or disability. In keeping with the law, however, the Board will consider the veteran status of the applicants. The Board will look closely at the training, experience, skill and demonstrated competence of qualified applicants in making its final decision.

Appointment:

The length of the contract for employment between the superintendent and the Board shall be determined by the Board. The contract will begin on July 1 and end on June 30. The contract shall state the terms of employment. The first two years of a contract issued to a newly employed superintendent shall be considered a probationary period. The Board may waive this period, or the probationary period may be extended for an additional year upon the consent of the superintendent. After serving for seven months, the superintendent may be employed for a term not to exceed three years.

Reports to: Board of Education

Supervises: Directly or indirectly, every district employee.

SUPERINTENDENT DUTIES

Performance Duties:

1. Shapes district culture by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community.
2. Implements a staff evaluation and development system to improve the performance of all staff members, selects appropriate models for supervision and staff development, and applies the legal requirements for personnel management.
3. Facilitates the design and implementation of curricula and strategic plans that enhance teaching and learning; alignment of curriculum, curriculum resources and assessment; and the use of various forms of assessment to measure student performance and prescribes rules for the classification and advancement of students, and for the transfer of students from one building to another in accordance with board policies.
4. Advocates, nurtures and sustains a district culture and instructional program conducive to student learning and staff professional growth.
5. Provides leadership and management of the organization, operations, and resources for a safe, efficient, and effective learning environment.
6. Collaborates with families and community members, responding to diverse community interests and needs, and mobilizing community resources.
7. Acts with integrity, fairness, and in an ethical manner.
8. Understands, responds to, and influences the larger political, social, economic, legal, and cultural context and by working with the board of trustees to define mutual expectations, policies, and standards.
9. Advises the Board on the need for new and/or revised policies and sees that all policies of the Board are implemented.
10. Prepares the annual operating budget recommendations and implements the Board approved budget.
11. Prepares and submits to the Board recommendations relative to all matters requiring Board action, placing before the Board such necessary and helpful facts, information, and reports as are needed to insure the making of informed decisions.
12. Informs and advises the Board about the programs, practices, and problems of the schools, and keeps the Board informed of the activities operating under the Board's authority.

SUPERINTENDENT DUTIES

13. Secures and nominates for employment the best-qualified and most competent teachers, supervisory, and administrative personnel.
14. Assigns and transfers employees as the interest of the district may dictate, and reports such action to the Board for information and record.
15. Reports to the Board the case of any employee whose service is unsatisfactory, and recommends appropriate action within the guidelines of the Code of Iowa.
16. Delegates at own discretion to other employees of the Board the exercise of any powers or the discharge of any duties and the knowledge that the delegation of power or duty does not relieve the superintendent of final responsibility for the action taken under such delegation.
17. Recommends to the Board, for its adoption, all courses of study, curriculum guides, and major changes in texts and time schedules to be used in the schools.
18. Submits to the Board a clear and detailed explanation of any proposed procedure that would involve either departure from established policy or the expenditure of substantial sums.
19. Directs studies of buildings and sites, taking into consideration population trends and the educational and cultural needs of the district in order to ensure timely decisions by the board and the electorate regarding construction and renovation projects.
20. Maintains adequate records for the schools, including a system of financial accounts; business and property records; and personnel, school population, scholastic records. Acts as custodian of such records and of all contracts, securities, documents, title papers, books of records, and other papers belonging to the Board.
21. Performs such other duties as may from time to time be assigned by the Board.

This list of duties shall not act to limit the Board's authority and responsibility over the superintendent. In executing these duties, and others the Board may delegate, the superintendent shall consider the school district's financial condition as well as the needs of the students in the school district.

Legal Reference: Iowa Code §§ 279.8, .20, 23A (2013).
281 I.A.C. 12.4(4).

Cross Reference: 209 Board of Directors' Management Procedures
301 Administrative Structure
302 Superintendent

Approved 12-12-13 Reviewed 11-19-13 Revised 10-10-13

SUPERINTENDENT EVALUATION

The formal evaluation will be based upon the following practices:

- The evaluation criteria will be in writing, clearly stated and mutually agreed upon by the board and the superintendent. The criteria will be related to the job description and the school district's goals;
- The evaluation process will consist of a mid-year review in December or January and an annual review in May or June.
The school Board and Superintendent will establish short and long term district and superintendent goals in July or August.
The school Board will meet and review goals with Superintendent in a mid-year performance and progress review (December or January)
- The superintendent will provide supporting documentation regarding the school district's goals, Instructional Standards for School Leaders (ISSL) and specific superintendent goals prior to meeting with the Board for the annual evaluation. The entire Board will meet with the Superintendent in May or June for the evaluation and at that time each Board member will be expected to contribute.
- The board will conduct its annual evaluation of the superintendent in closed session;
- The year end written evaluation by each board member and will be discussed with the Superintendent. Board members will communicate their comments to the Superintendent during the evaluation in closed session. A majority of the board must come to a consensus on comments that are included in the final superintendent evaluation. The board president and/or designee will develop a written summary of the individual Board member evaluations from the session, including strengths and areas to grow, with majority group consensus and place it in the superintendent's personnel file.

The comprehensive superintendent evaluation process must:

1. Link to academic, social and emotional growth for all students in the system.
2. Recognize the importance of a superintendent's work in the moral dimensions of leadership to facilitate a better quality of life for all groups, both inside the school community and in the greater community.
3. Align with the six Iowa Standards for School Leaders (ISSL).
4. Have research-based criteria about effective superintendent behaviors which are substantiated by measurable data from multiple sources and are legal, feasible, accurate and useful.
5. Provide opportunities for personal and professional growth.
6. Be ongoing and connected to school improvement goals.
7. Connect the district's goals with its publics' vision for their schools.
8. Be intended to improve student and staff performance.

This policy supports and does not preclude the ongoing, informal evaluation of the superintendent's skills, abilities and competence.

Approved 12-12-13 Reviewed 11-19-13 Revised 10-10-13

SUPERINTENDENT EVALUATION

NOTE: Boards that have more detailed evaluation procedures may include those here. The evaluation instrument may be added as an exhibit numbered 302.5E1.

Legal Reference: Wedergren v. Board of Directors, 307 N.W.2d 12 (Iowa 1981).
Iowa Code §§ 279.8, .20, .23, .23A (2013).
281 I.A.C. 12.3(4).

Cross Reference: 212 Closed Sessions
 302 Superintendent

Superintendent's Performance Review

Superintendent's Name _____ School Year _____

Date of Evaluation _____

This form is to be completed by each Board of Education member. Please respond to the following questions honestly and frankly, in reference to the superintendent's performance during the past year. Do not sign your name. The individual evaluation by each board member during closed session will not be reviewed by the Superintendent and kept anonymous. A majority of the board must come to a consensus on comments that are included in the final Superintendent evaluation. The board president and/or designee will develop a written summary of the individual board member evaluations from the session, including strengths and areas to grow, with the majority group consensus and place it in the Superintendent's personnel file to be incorporated into the next cycle of evaluations after the meeting with the Superintendent.

Draft ___
Or
Final ___

PART I Job Responsibilities

STANDARD #1: A superintendent is an educational leader who promotes the success of all students facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community.

Sample Performance Indicators

- 1.1 Sets priorities in the context of improving student achievement.
- 1.2 Articulates and promotes high expectations for teaching and student learning.
- 1.3 Develops, communicates, and implements a collective vision of comprehensive school improvement.
- 1.4 Formulates comprehensive school improvement plans (CSIP), goals, and change efforts with staff and community.
- 1.5 Formulates procedures for gathering, analyzing and using district data for decision-making.

Supporting Evidence: _____ _____ _____ _____ _____ _____	Summary Rating
	Weak – Average – Exemplary
	1 – 2 – 3 – 4 – 5
	(Circle Appropriate Response)

Superintendent’s Performance Review

STANDARD #2: A superintendent is an educational leader who promotes the success of all students by advocating, nurturing and sustaining a school culture and instructional program conducive to student learning and staff professional development.

Sample Performance Indicators

- 2.1 Provides leadership for annually assessing and setting priorities on student and district needs.
- 2.2 Evaluates and provides direction for improving school district programs.
- 2.3 Examines student achievement data, disaggregates data and creates improvement plans.
- 2.4 Provides leadership for assessing, developing and improving school environment and culture.
- 2.5 Provides leadership encouragement, opportunities, and structure for all staff to continually design more effective teaching and learning experiences for all students.
- 2.6 Evaluates and provides direction for improving instructional strategies.
- 2.7 Develops and offers opportunities that respond to staffs’ needs for professional development.
- 2.8 Encourages and facilitates the use of technology to improve teaching and learning
- 2.9 Encourages and supports personal and professional development among staff.
- 2.10 Demonstrates awareness of professional issues and developments in education.
- 2.11 Develops and revises as needed his/her own professional development plan for continued improved performance.

<p>Supporting Evidence: _____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>Summary Rating</p> <p>Weak - Average - Exemplary</p> <p>1 - 2 - 3 - 4 - 5</p> <p>(Circle Appropriate Response)</p>
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STANDARD #3: A superintendent is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.

Sample Performance Indicators

- 3.1 Analyzes and reports on student achievement, attendance, and graduation rate.
- 3.2 Monitors distribution of district resources based on the district’s school improvement plan.
- 3.3 Provides direction and support for periodic review of curriculum and school policies and procedures.
- 3.4 Evaluates performance of staff and takes appropriate follow-up action.
- 3.5 Complies with district personnel policies and rules.
- 3.6 Demonstrates the ability to improve performance of staff members.
- 3.7 Monitors recruitment and selection of district personnel and holds staff accountable for performance.
- 3.8 Demonstrates knowledge and keeps well informed of funding sources.
- 3.9 Effectively manages both revenues and expenditures of the district budget.
- 3.10 Facilities are maintained and upgraded according to a district developed plan.
- 3.11 Effectively and consistently applies the legal requirements for personnel selection, retention, and dismissal.
- 3.12 Ensures that policies and rules are uniformly observed and enforced.
- 3.13 Implements a collaborative approach to policy development on student discipline.
- 3.14 Formulate and implement plans for internal staff communications.

Superintendent's Performance Review

Supporting Evidence: _____ _____ _____ _____ _____	Summary Rating
	Weak – Average – Exemplary
	1 - 2 - 3 - 4 - 5
	(Circle Appropriate Response)

STANDARD #4: A superintendent is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.

Sample Performance Indicators

- 4.1 Provides leadership for improving parent/student/community involvement in the schools.
- 4.2 Promotes, demonstrates, and supports clear two-way communication at all levels of the community school district.
- 4.3 Formulates and implements plans for external communication, including communication of the school district priorities to the community and media.
- 4.4 Provides community service and leadership for developing a positive rapport between the schools and the community.

Supporting Evidence: _____ _____ _____ _____ _____	Summary Rating
	Weak – Average – Exemplary
	1 - 2 - 3 - 4 - 5
	(Circle Appropriate Response)

STANDARD #5: A superintendent is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner.

Sample Performance Indicators

- 5.1 Conducts oneself in an ethical, trustworthy and professional manner in the school environment, board and community.
- 5.2 Demonstrates awareness of professional issues and developments in education.
- 5.3 Treats everyone with fairness.
- 5.4 Demonstrates integrity in all actions.
- 5.5 Establishes practices to promote personal, physical, and emotional health.

Superintendent's Performance Review

Supporting Evidence: _____ _____ _____ _____ _____ _____	Summary Rating
	Weak – Average – Exemplary
	1 - 2 - 3 - 4 - 5
	(Circle Appropriate Response)

STANDARD #6: A superintendent is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.

Sample Performance Indicators

- 6.1 Serves as an articulate spokesperson for the welfare of all members of the learning community.
- 6.2 Demonstrates respect for diversity in students, staff, and programs.
- 6.3 Advocates in the political environment for issues beneficial to improving teaching and learning.
- 6.4 Communicates clearly and substantively to the community about district issues and performance.
- 6.5 Provides leadership with the board for defining superintendent and board roles, mutual expectations, procedures for working together, and formulating district policies.
- 6.6 Recommends district policy in consideration of state and federal requirements and local expectations.
- 6.7 Knows and supports the district school improvement plan and accurately reports progress on goals.

Supporting Evidence: _____ _____ _____ _____ _____ _____	Summary Rating
	Weak - Average - Exemplary
	1 - 2 - 3 - 4 - 5
	(Circle Appropriate Response)

Superintendent's Performance Review

PART II – Job Targets

List two or three significant job targets and measurable outcomes to be accomplished by the superintendent during the next 12-months that will best move the system forward in achieving the district's long-term goals.

7.1 Target: _____
Measurable Outcome: _____
Comments: _____

7.2 Target: _____
Measurable Outcome: _____
Comments: _____

7.3 Target: _____
Measurable Outcome: _____
Comments: _____

End of Year Review of Goal Attainment

7.1 Supporting Evidence of Goal Attainment: _____	Goal Attainment Rating
_____	Weak - Average - Exemplary
_____	1 - 2 - 3 - 4 - 5
_____	(Circle Appropriate Response)

7.2 Supporting Evidence of Goal Attainment: _____	Goal Attainment Rating
_____	Weak - Average - Exemplary
_____	1 - 2 - 3 - 4 - 5
_____	(Circle Appropriate Response)

7.3 Supporting Evidence of Goal Attainment: _____	Goal Attainment Rating
_____	Weak - Average - Exemplary
_____	1 - 2 - 3 - 4 - 5
_____	(Click Appropriate Response)

Superintendent's Performance Review

PART III – Overall Summary [Check (√) one in each row]

Job Responsibilities:	Satisfactory	Unsatisfactory
Standard 1		
Standard 2		
Standard 3		
Standard 4		
Standard 5		
Standard 6		
Job Targets:		
Summative Rating:		

Significant Achievements:

Areas for Growth:

Superintendent Comments:

Superintendent's Performance Review

Board Comments:

Superintendent's Signature: _____ Date: _____

Evaluation Period: _____, 200__ to _____, 200__

Board President's Signature: _____ Date: _____

SUPERINTENDENT PROFESSIONAL DEVELOPMENT

The board encourages the superintendent to continue professional growth by being involved in professional organizations, attending conferences, continuing education, and participating in other professional activities.

It is the responsibility of the superintendent to arrange the superintendent's schedule in order to enable attendance at various conferences and events. If a conference or event requires the superintendent to be absent from the office for more than three days, requires overnight travel, or involves unusual expense, the superintendent will bring it to the attention of the board president prior to attending the event.

The superintendent will report to the board after an event.

Legal Reference: Iowa Code § 279.8 (2013).
281 I.A.C. Ch 83; 12.7.

Cross Reference: 303.7 Administrator Professional Development
401.7 Employee Travel Compensation

Approved 12-12-13

Reviewed 11-19-13

Revised 10-10-13

SUPERINTENDENT CIVIC ACTIVITIES

The board encourages the superintendent to be involved in the school district community by belonging to school district community organizations and attending and participating in school district community activities.

It is the responsibility of the superintendent to become involved in school district community activities and events. The board may include a lump sum amount as part of the superintendent's compensation to be used specifically for paying the annual fees of the superintendent for school district community activities and events if, in the board's judgment, the superintendent's participation will further the public purpose of promoting and deriving support for the school district and public education in general. It is within the discretion of the board to pay annual fees for professional organizations and activities.

NOTE: School districts can only expend funds for public purpose. School districts that pay the annual fee or dues for civic activities should document why the expense is a legitimate expenditure.

Legal Reference: Iowa Code § 279.8 (2013).
1990 Op. Att'y Gen. 79.

Cross Reference: 302.3 Superintendent Salary and Other Compensation
303.8 Administrator Civic Activities

Approved 12-12-13

Reviewed 11-19-13

Revised 10-10-13

SUPERINTENDENT CONSULTING/OUTSIDE EMPLOYMENT

The superintendent's position is considered full-time employment. The board expects the superintendent to give the responsibilities of the position precedence over other employment. The superintendent may accept consulting or outside employment for pay as long as, in the judgment of the board, the work is conducted on the superintendent's personal time and it does not interfere with the performance of the superintendent's duties.

The board reserves the right, however, to request that the superintendent cease the outside employment as a condition of continued employment. The board will give the superintendent thirty days notice to cease outside employment.

Legal Reference: Iowa Code §§ 279.8, .20 (2013).

Cross Reference: 302.2 Superintendent Contract and Contract Nonrenewal
302.4 Superintendent Duties

Approved 12-12-13 Reviewed 11-19-13 Revised 10-10-13

ADMINISTRATIVE POSITIONS

The school district may have, in addition to the superintendent, the following administrative positions: i.e. building principals. These administrators shall work closely with the superintendent in the day-to- day operations of the school district

It is the responsibility of these administrators to uphold board policy, to instill a positive, cooperative environment with employees, and to share their expertise with each other and the board under the management team concept.

Legal Reference: Iowa Code §§ 279.8, .20, .21, .23-.24 (2013).
281 I.A.C. 12.4.

Cross Reference: 301 Administrative Structure
303 Administrative Employees

Approved 1-9-14 Reviewed 12-12-13 Revised 11-19-13

ADMINISTRATOR QUALIFICATIONS, RECRUITMENT, APPOINTMENT

The board will employ building principals and other administrators, in addition to the superintendent, to assist in the daily operations of the school district.

The district will consider applicants who meet or exceed the standards set by the Iowa Department of Education and the qualifications established in the job description for the position. In employing an administrator, the board will consider the qualifications, credentials and records of the applicants without regard to race, color, religion, sex, national origin, age, creed, sexual orientation, gender identity, marital status or disability. In keeping with the law, however, the board will consider the veteran status of the applicants. The board will consider the training, experience, skill and demonstrated competence of qualified applicants in approving the final recommendations.

In choosing an administrator, the board will also consider the school district's educational philosophy, financial condition, organizational structure, educational programs, and other factors deemed relevant by the board.

It is the responsibility of the superintendent to make a recommendation to the board for filling an administrative position, based on the requirements stated in this policy. The board will act only on the superintendent's recommendation.

The board may contract for assistance in the search for administrators.

Legal Reference: Iowa Code §§ 279.8, .21 (2013).
281 I.A.C. 12.4.
1980 Op. Att'y Gen. 367.

Cross Reference: 303 Administrative Employees

Approved 1-9-14 Reviewed 12-12-13 Revised 11-19-13

ADMINISTRATOR CONTRACT AND CONTRACT NONRENEWAL

The length of the contract for employment between an administrator and the board will be determined by the board and stated in the contract. The contract will also state the terms of the employment.

The first three consecutive years of a contract issued to a newly employed administrator will be considered a probationary period. The probationary period may be extended for an additional year upon the consent of the administrator. In the event of termination of a probationary or nonprobationary contract, the board will afford the administrator appropriate due process as required by law. The administrator and board may mutually agree to terminate the administrator's contract.

It is the responsibility of the superintendent to create a contract for each administrative position. The board may issue temporary and nonrenewable contracts in accordance with law.

Administrators who wish to resign, to be released from a contract, or to retire, must comply with applicable law and board policies.

Legal Reference: Martin v. Waterloo Community School District, 518 N.W. 2d 381 (Iowa 1994).

 Cook v Plainfield Community School District, 301 N.W.2d 771 (Iowa App. 1980).
 Board of Education of Fort Madison Community School District v Youel, 282 N.W.2d
 677 (Iowa 1979).
 Briggs v Board of Education of Hinton Community School District, 282 N.W.2d 740
 (Iowa 1979).
 Iowa Code § 279
 281 I.A.C. 12.4

Cross Reference: 303 Administrative Employees

Approved 9-14-17 Revised 8-15-17

ADMINISTRATOR SALARY AND OTHER COMPENSATION

The board has complete discretion to set the salary of the administrators. It is the responsibility of the board to set the salary and benefits of the administrators at a level that will include consideration of, but not be limited to, the economic condition of the school district and the training, experience, skill, and demonstrated competence of the administrators. The salary will be set at the beginning of each contract period.

In addition to the salary and benefits agreed upon, the administrator's actual and necessary expenses will be paid by the school district when the administrator is performing work-related duties. The board will approve the payment of other benefits or compensation over and above the administrator's contract. Approval of other benefits or items of an administrator's compensation will be included in the records of the board in accordance with board policy.

Legal Reference: Iowa Code § 279.21 (2013).
1984 Op. Att'y Gen. 47.

Cross Reference: 303 Administrative Employees

Approved 1-9-14 Reviewed 12-12-13 Revised 11-19-13

ADMINISTRATIVE DUTIES

Administrators will be hired by the board to assist the superintendent in the instructional leadership and management of the school district.

Each attendance center, will have a principal responsible for their administration and operation of the attendance center. Each level principal, as chief administrator of their assigned attendance center, is responsible for the building and grounds, for the students and employees assigned to the attendance center, for school activities at the attendance center, for the educational program offered in the attendance center, and the budget for the attendance center. The principal is considered the professional advisor to the superintendent in matters pertaining to the attendance centers supervised by the principal. Although the principals serve under the direction of the superintendent, duties of the principal may include but not be limited to the following;

1. Cooperate in the general organization and plan of procedure in the school under the principal's supervision.
2. Supervision of the teachers in the principal's attendance center.
3. Maintain the necessary records for carrying out delegated duties.
4. Work with the superintendent in rating, recommending and selecting supervised employees whenever possible.
5. Working with the superintendent in determining the education program to be offered and in arranging the schedules. As much of the schedule as possible should be made before school closes for summer vacation. In the matter of courses offered, the final approval rests with the superintendent who is in turn responsible to the board.
6. Ensure that proper care is taken of all school books, supplies, materials, equipment, furniture and facilities.
7. Instruct teachers to make a complete annual inventory of all school property contained in their individual rooms. This inventory is reviewed and filed with the board secretary.
8. Investigate excessive cases of absence or tardiness of students and notify the parents or guardians of unexcused absence or tardiness. All such cases should be reported to the Superintendent.
9. Make such reports from time to time as the Superintendent may require
10. Maintain the regular schedule of school hours established by the board and make no temporary changes in the schedule without the consent of the Superintendent.
11. Promptly notify the superintendent whenever ventilation, sanitation or heating of the building is unsatisfactory.
12. Contribute to the formation and implementation of general policies and procedures of the school.
13. Perform such other duties as may be assigned by the Superintendent of schools.

This list of duties will not act to limit the board's authority and responsibility over the position of the administrators. In executing these duties and others the board may delegate, the administrators will consider the school district's financial condition as well as the needs of the students in the school district.

Legal Reference: Iowa Code §§ 279.8, .21, .23A (2013).
281 I.A.C. 12.4(5), .4(6), .4(7).

Cross Reference: 301 Administrative Structure
303 Administrative Employees

Approved 1-9-14 Reviewed 12-12-13 Revised 11-19-13

ADMINISTRATOR EVALUATION

The superintendent will conduct an ongoing process of evaluating the administrators on their skills, abilities, and competence. At a minimum, the superintendent will formally evaluate the administrators annually. The goal of the formal evaluation process is to ensure that the educational program for the students is carried out, student learning goals of the school district are met, promote growth in effective administrative leadership for the school district, clarify the administrator's role as defined by the board and the superintendent, ascertain areas in need of improvement, clarify the immediate priorities of the responsibilities listed in the job description, and develop a working relationship between the superintendent and the administrators.

The superintendent is responsible for designing an administrator evaluation instrument. The formal evaluation will include written criteria related to the job description. The superintendent, after receiving input from the administrators, will present the formal evaluation instrument to the board for approval.

The formal evaluation will also include evaluation of progress made on the administrator's individual leadership goals. These goals are collaboratively set with the superintendent and support the district goals and/or learning achievement goals.

The formal evaluation will also include an opportunity for the administrator and the superintendent to discuss the written criteria and leadership goals, the past year's performance and the future areas of growth. The evaluation is completed by the superintendent, signed by the administrator and filed in the administrator's personnel file.

It is the responsibility of the superintendent to conduct a formal evaluation of the probationary administrators and non-probationary administrators prior to May 15.

This policy supports and does not preclude the ongoing informal evaluation of the administrator's skills, abilities and competence.

Legal Reference: Iowa Code §§ 279.8, .21-.23A (2013).
281 I.A.C. 12.3(4); 83

Cross Reference: 303 Administrative Employees

Approved 1-9-14 Reviewed 12-12-13 Revised 11-19-13

ADMINISTRATOR PROFESSIONAL DEVELOPMENT

The board encourages the administrators to continue their professional growth by becoming involved in professional organizations, attending conferences, continuing their education, and participating in other professional activities.

It is the responsibility of the administrators to arrange their schedules in order to attend various conferences and events in which they are involved. Prior to attendance at an event, the administrator must receive approval from the superintendent. In the case where overnight travel or unusual expense is involved, the superintendent will bring it to the attention of the board prior to the administrator attending the event.

The administrator will report to the superintendent after an event.

Legal Reference: Iowa Code § 279.8 (2013).
281 I.A.C. 12.7.

Cross Reference: 302.6 Superintendent Professional Development
401.7 Employee Travel Compensation

Approved 1-9-14Reviewed 12-12-13Revised 11-19-13

ADMINISTRATOR CIVIC ACTIVITIES

The board encourages the administrators to be involved in the school district community by belonging to community organizations, and by attending and participating in school district community activities.

It is the responsibility of the administrators to become involved in school district community activities and events. The board may include a lump sum amount as part of the administrator's compensation to be used specifically for paying the annual fees of the administrator for school district community activities and events if, in the board's judgment, the administrator's participation will further the public purpose of promoting and deriving support for the school district and public education in general. It is within the discretion of the board to pay annual fees for professional organizations and activities.

Legal Reference: Iowa Code § 279.8 (2013).
1990 Op. Att'y Gen. 79.

Cross Reference: 302.7 Superintendent Civic Activities

Approved 1-9-14 Reviewed 12-12-13 Revised 11-19-13

ADMINISTRATOR CONSULTING/OUTSIDE EMPLOYMENT

An administrative position is considered full-time employment. The board expects administrators to give the responsibilities of their positions in the school district precedence over other employment. An administrator may accept consulting or outside employment for pay as long as, in the judgment of the board and the superintendent, the work is conducted on the administrator's personal time and it does not interfere with the performance of the administrative duties contracted by the board.

The board reserves the right, however, to request the administrator cease the outside employment as a condition of continued employment. The board will give the administrator thirty days notice to cease outside employment.

Legal Reference: Iowa Code §§ 279.8, .21 (2013).

Cross Reference: 303.3 Administrator Contract and Contract Nonrenewal
303.5 Administrator Duties

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DEVELOPMENT AND ENFORCEMENT OF ADMINISTRATIVE REGULATIONS

Administrative regulations may be necessary to implement board policy. It is the responsibility of the superintendent to develop administrative regulations.

In developing the administrative regulations, the superintendent may consult with administrators or others likely to be affected by the regulations. Once the regulations are developed, employees, students and other members of the school district community will be informed in a manner determined by the superintendent.

The board will be kept informed of the administrative regulations utilized and their revisions. The board may review and recommend change of administrative regulations prior to their use in the school district if they are contrary to the intent of board policy.

It is the responsibility of the superintendent to enforce administrative regulations.

Legal Reference: Iowa Code § 279.8 (2013).

Cross Reference: 209 Board of Directors' Management Procedures
304.2 Monitoring of Administrative Regulations

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MONITORING OF ADMINISTRATIVE REGULATIONS

The administrative regulations will be monitored and revised when necessary. It is the responsibility of the superintendent to monitor and revise the administrative regulations.

The superintendent may rely on the board, administrators, employees, students, and other members of the school district community to inform the superintendent about the effect of and possible changes in the administrative regulations.

Legal Reference: Iowa Code §§ 279.8, .20 (2013).

Cross Reference: 209 Board of Directors' Management Procedures
304.1 Development and Enforcement of Administrative Regulations

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ADMINISTRATOR CODE OF ETHICS

Administrators, as part of the educational leadership in the school district community, represent the views of the school district. Their actions, verbal and nonverbal, reflect the attitude and the beliefs of the school district. Therefore, administrators will conduct themselves professionally and in a manner fitting to their position.

Each administrator will follow the code of ethics stated in this policy. Failure to act in accordance with this code of ethics or in a professional manner, in the judgment of the board, will be grounds for discipline up to, and including, discharge.

The professional school administrator:

- Makes the education and well-being of students the fundamental value of all decision making;
- Fulfills all professional duties with honesty and integrity and always acts in a trustworthy and responsible manner;
- Supports the principle of the process and protects the civil and human rights of all individuals;
- Implements local, state and national laws;
- Advises the school board and implements the board’s policies and administrative rules and regulations;
- Pursues appropriate measures to correct those laws, policies and regulations that are not consistent with sound educational goals or that are not in the best interest of children;
- Avoids using his/her position for personal gain through political, social, religious, economic or other influences;
- Accepts academic degrees or professional certification only from accredited institutions;
- Maintains the standards and seeks to improve the effectiveness of the profession through research and continuing professional development;
- Honors all contracts until fulfillment, release or dissolution mutually agreed upon by all parties;
- Accepts responsibility and accountability for one’s own actions and behaviors;
- Commits to serving others above self.

Legal Reference: Iowa Code § 279.8 (2013).
282 I.A.C. 13.

Cross Reference: 404 Employee Conduct and Appearance

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SUCCESSION OF AUTHORITY TO THE SUPERINTENDENT

In the absence of the superintendent, it is the responsibility of the other administrators to assume the superintendent's duties. The succession of authority to the superintendent is in this order: High School Principal, Elementary Principal.

If the absence of the superintendent is temporary, the successor will assume only those duties and responsibilities of the superintendent that require immediate action. If the board determines the absence of the superintendent will be a lengthy one, the board will appoint an acting superintendent to assume the responsibilities of the superintendent. The successor will assume the duties when the successor learns of the superintendent's absence or when assigned by the superintendent or the board.

References to "superintendent" in this policy manual will mean the "superintendent or the superintendent's designee" unless otherwise stated in the board policy.

Legal Reference: Iowa Code § 279.8 (2013).
281 I.A.C. 12.4(4).

Cross Reference: 302 Superintendent

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COMMUNICATION CHANNELS

Questions and problems are resolved at the lowest organizational level nearest to the complaint. School employees are responsible for conferring with their immediate supervisor on questions and concerns. Students and other members of the school district community will confer with a licensed employee and then with the principal on questions and concerns.

If resolution is not possible by any of the above, individuals may bring it to the attention of the superintendent within five (5) school days of their discussion with the principal. If there is no resolution or plan for resolution by the superintendent within five (10) school days of the individual's discussion with the superintendent, the individual may ask to have the question or problem placed on the board agenda. It is within the board's discretion whether to hear the concern.

It will first be the responsibility of the administrators to resolve questions and problems raised by the employees and the students they supervise and by other members of the school district community.

NOTE: There should be limits on the length of time an individual has to pursue complaints in order to bring the issue to closure. The board needs to determine the appropriate number of days, five for example, and place that in the blanks. There are also limits similar to this in Policy 502.4, and the board may want to use the same number of days in that policy to ensure consistency.

Legal Reference: Iowa Code § 279.8 (2013).

Cross Reference: 213 Public Participation in Board Meetings
213.1R1 General Complaints by Citizens
401.4 Employee Complaints
502.4 Student Complaints and Grievances
504.3 Student Publications

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