

## ROLE OF SCHOOL DISTRICT ADMINISTRATION

In this series of the board policy manual, the board shall define the role and the employment of school district administrators. Policies relating to leaves and benefits for the administration are included in the certified personnel section of Series 400, "Personnel."

School district administrators have been given a great opportunity and a great responsibility to manage the school district, to provide the 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 administration is guided by the board policies, the law, the needs of the students, and the wishes of the people in the school district community.

It shall be the responsibility of the administration to implement and enforce the policies of the board, to oversee school district personnel, 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 and for the administration of the school facilities and for the employees.

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

Approved \_\_\_\_\_

Reviewed 03-10-08

Revised \_\_\_\_\_

## MANAGEMENT

The board and administration shall work closely 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 district policies and regulations.

It shall be the responsibility of each board member and each administrator to fully participate in the management of the school district by investigating, analyzing, and expressing their viewpoint on problems. Those board members or administrators with special expertise or knowledge of a problem will be called upon to provide proposals. Each board member and administrator shall make every effort to fully support the decisions reached on the issues confronting the school district.

The board shall be responsible for making the final decision in all matters pertaining to the school district.

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

Legal Reference: Iowa Code §279.8 (1993).

Cross Reference: 301 Administrative Structure  
302 Administrative Relationships

Approved \_\_\_\_\_

Reviewed 03-10-08

Revised \_\_\_\_\_

ADMINISTRATION AND BOARD OF DIRECTORS

The superintendent, as the executive officer of the board of directors, shall work closely with the board members, particularly the board president, to keep the board informed about school district operations. The board shall maintain contact with other administrators through the superintendent.

The administrators and other administrative personnel shall work with the board of directors through its executive officer, the superintendent. The administration, in working with the board of directors, shall assist the board by gathering information, as requested by the board, informing the board about school district operations, implementing board policy and making recommendations.

The superintendent, unless excused by the board president, and the principals, unless excused by the superintendent, shall attend each board meeting.

Legal Reference: Iowa Code §§279.8, .20, .21, .23, .24 (1993).  
281 Iowa Admin. Code 11.4(9).  
281 Iowa Admin. Code 12.4(4).

Cross Reference: 301 Administrative Structure  
302 Administration and Relationships  
306 Policy Implementation

Approved \_\_\_\_\_

Reviewed 03-10-08

Revised \_\_\_\_\_

ADMINISTRATION AND DISTRICT PERSONNEL

As managers of the school district, the administration shall recommend for employment the school district personnel, supervise them, and evaluate their performance. Complaints of requests by district personnel shall first be reported to their direct supervisor for resolution. It shall be the responsibility of the administration to resolve complaints and handle requests.

It shall be the responsibility of the administration to foster a positive attitude and to promote a cooperative effort among school district personnel. It shall also be the responsibility of the administration to prevent misunderstandings within the school district and the community about board policy. It shall be the responsibility of each administrator to provide leadership to the personnel, and it shall be the responsibility of each district employee to work cooperatively with the administration to accomplish the educational philosophy of the school district.

Legal Reference: Iowa Code §§279.8, .20, .21, .23, .24 (1993).  
281 Iowa Admin. Code 11.4.

Cross Reference: 301 Administrative Structure  
302 Administration and Relationships  
306 Policy Implementation

Approved \_\_\_\_\_

Reviewed 03-10-08

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ADMINISTRATION AND ADJOINING DISTRICT ADMINISTRATIONS

Efficiency and economics may be achieved by working with neighboring school districts in the offering of educational programs or in-service and the sharing of personnel.

The administration shall consider and explore opportunities to work with the adjoining school district to expand the opportunities for the students and personnel in the school district.

Legal Reference: Iowa Code §§28E, 279.8, 280.15, 442.39 (1993).

Cross Reference: 301 Administrative Structure  
302 Administration and Relationships  
306 Policy Implementation  
907 Other Interdistrict Relations

Approved \_\_\_\_\_

Reviewed 03-10-08

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ADMINISTRATION AND AREA EDUCATION AGENCY

The administration shall utilize the resources of the Heartland Area Education Agency (AEA) on a selective basis, choosing to participate in high quality programs which specifically meet the needs of the school district. This includes utilizing educational materials and staff resources.

The administration may also utilize the AEA to facilitate regional programming and cooperation as well as to purchase supplies.

It shall be the responsibility of the superintendent to coordinate activities with the AEA.

Legal Reference: Iowa Code §§28E, 273.1, 279.8 (1993).

Cross Reference: 301 Administrative Structure  
302 Administration and Relationships  
306 Policy Implementation

Approved \_\_\_\_\_

Reviewed 03-10-08

Revised \_\_\_\_\_

## SUPERINTENDENT QUALIFICATIONS, RECRUITMENT, APPOINTMENT

The board shall employ a superintendent to serve as the executive officer of the board of directors, 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 shall only consider applicants that meet or exceed the standards set by the State Department of Education and the qualifications established in the job description for the position. In employing a superintendent, the board shall consider the qualifications, credentials, and records of the applicants without regard to race, color, sex, national origin, religion, age, sexual orientation, gender identity 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 shall also consider the school district's educational philosophy, budget, organizational structure, educational programs, certified staff, and any factors about the school district 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.  
                                  42 U.S.C. §§2000e et seq.  
                                  Iowa Code §§20, 70, 601A, 279.8, .20 (1993).  
                                  281 Iowa Admin. Code 11.4(9), 12, 84-86.  
                                  281 Iowa Admin. Code 12.4(4).  
                                  1980 Op. Att'y Gen. 367.

Cross Reference:	200.3	Powers of the Board of Directors
	200.4	Responsibilities of the Board of Directors
	301	Administrative Structure
	303	Superintendent
	303.1E1	Superintendent's Job Description

Approved 3-10-08

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Reviewed 03-10-08

Revised \_\_\_\_\_

## SUPERINTENDENT JOB DESCRIPTION

**TITLE:** Superintendent of Schools

**QUALIFICATIONS:**

1. Experience in teaching and school administration.
2. A valid superintendent's license issued by the Iowa Department of Education.
3. Such alternatives to the above qualifications as the Board may find appropriate and acceptable.

**REPORTS TO:** Board of Education

**SUPERVISES:** All administrative and non-teaching personnel

**JOB GOAL:** To provide leadership in developing and maintaining the best possible educational programs and services.

**PERFORMANCE RESPONSIBILITIES:**

1. Attends and participates in all meetings of the Board except when own employment is under consideration
2. Advises the Board on the need for new and/or revised policies and sees that all policies of the Board are implemented
3. Prepares the annual operating budget recommendations and implements the Board approved budget
4. 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
5. 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
6. Secures and nominates for employment qualified competent personnel
7. Holds such meetings of teachers and other employees as necessary for the discussion of matters concerning the improvement and welfare of the schools
8. Keeps the public informed about modern educational practices, educational trends, and the policies, practices, and problems in the District's schools
9. Delegates, at own discretion, to other employees of the Board the exercise of any powers or the discharge of any duties with the knowledge that the delegation of power or duty does not relieve the superintendent of final responsibility for the action taken under such delegation
10. Keeps informed of modern education thought and practices by advanced study, by visiting schools systems elsewhere, by attending educational conferences, and by other appropriate means, and keeps the Board informed of trends in education

Approved \_\_\_\_\_

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## SUPERINTENDENT JOB DESCRIPTION

11. Studies and revises, with the Director of Curriculum, all curriculum guides and courses of study, on a continuing basis
12. Makes recommendations with reference to the location and size of new school sites and of additions to existing sites; the location and size of new buildings on school sites; the plans for new school buildings; all appropriations for sites and buildings; and improvements, alterations, and changes in the buildings and equipment of the district
13. Supervises and provides for performance evaluation of all school district personnel
14. Submits to the Board a clear and detailed explanation of any proposed procedure, which would involve either departure from established policy or the expenditure of substantial sums
15. Maintains adequate records for the schools, including a system of financial accounts, business and property records; and personnel, school population, and 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
16. Makes recommendations to the Board concerning the transportation of pupils in accordance with the law and the requirements of safety
17. Provides suitable instructions and regulations to govern the use and care of school properties for school purposes
18. Subjects to the guidelines established by the Board, and coordinates collective bargaining activities of the district
19. Is responsible for the administration of collective bargaining agreements.
20. Performs such other tasks as may from time to time be assigned by the Board

**TERMS OF EMPLOYMENT:** Twelve months a year. Salary to be arranged with the Board.

**EVALUATION:** Performance of this job will be evaluated annually in accordance with provisions of the Board Policy on Evaluation of the Superintendent.

**APPROVED BY:**

**APPROVED 6/08/04**

Approved \_\_\_\_\_

Reviewed 03-10-08

Revised \_\_\_\_\_

CARLISLE COMMUNITY SCHOOL BOARD OF DIRECTORS

SUPERINTENDENT CONTRACT AND CONTRACT NON-RENEWAL

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 the employment.

In the event of termination of a contract, the board shall afford the superintendent appropriate due process, including notice by May 15. The superintendent and board may mutually agree to terminate the superintendent's contract at any time.

If the superintendent wishes to resign, to be released from a contract, or to retire, the superintendent must comply with board policies dealing with retirement, release or resignation.

Legal Reference: Board of Education of Fort Madison Community School District v. Youell, 282 N.W.2d 677 (Iowa 1979).  
Briggs v Board of Education of Hinton Community School District, 282 N.W.2d 740 (Iowa 1979).  
Cook v Plainfield Community School District, 301 N.W.2d 711 (Iowa app. 1980).  
Iowa Code §§279.20, .22-25 (1993).  
281 Iowa Admin. Code 12.4(4).

Cross Reference: 304 Administrative Personnel  
305 Reduction in Administrative Personnel  
407 Certified Personnel Termination of Employment

**APPROVED 6/08/04**

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CARLISLE COMMUNITY SCHOOL BOARD OF DIRECTORS

SUPERINTENDENT SALARY AND OTHER COMPENSATION

The board has complete discretion to set the salary of the superintendent. The board shall set the salary and fringe benefits.

It shall be the responsibility of the board to set the salary 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 shall be set at the beginning of each contract term.

In addition to the salary and benefits, the superintendent's actual and necessary expenses will be paid by the school district when the superintendent is performing school business. The expenses include, but are not limited to mileage, dues to professional organizations, and full family health and dental insurance.

Legal Reference: Iowa Code §279.20 (1993).

Cross Reference: 303 Superintendent

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Approved \_\_\_\_\_

Reviewed 03-10-08

Revised \_\_\_\_\_

## SUPERINTENDENT DUTIES

The board employs a superintendent of schools to serve as the executive officer of the board. The board delegates to the superintendent the authority to administer the school district 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 school district personnel and students. The superintendent shall be responsible for overall supervision and discipline of school district personnel and for the curriculum offered in the school district.

In executing the above stated duties and others the board shall delegate, the superintendent shall consider the economics as well as the needs of the students of the school district.  
Specifically:

The superintendent shall serve as executive officer of the board of directors and shall have such powers and duties as may be prescribed by the board. The superintendent shall be charged with the responsibility of implementing the policies of the board and is responsible for carrying out all policies, rules and regulations established by the board. In matters not specifically covered by the board policies, the superintendent is to take appropriate action and report the same to the board not later than the next regular board meeting;

The superintendent shall prepare the agenda for the meetings, shall attend all meetings of the board and may participate in all deliberations except when the contract is being considered but shall have no vote;

The superintendent shall administer the schools in conformity with the adopted policies of the board and the rules and regulations of the State Department of Education and in accordance with the law;

The superintendent shall have the supervision of all employees connected with the Carlisle Community School District. All individuals employed by the board are responsible either directly or indirectly to the superintendent of schools;

The superintendent, with the staff, shall provide a continuous appraisal of all policies originating from the board of directors and shall recommend changes, additions, or deletions of the same.

Approved \_\_\_\_\_

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## SUPERINTENDENT DUTIES

The superintendent shall make verbal or written reports to the board whenever requested to do so. It is the responsibility of the superintendent to keep the school board informed on all vital matters pertaining to the school system;

The superintendent shall examine the records and credentials of all applicants for positions as teachers, principals or other personnel and shall make recommendations to the board in regard to hiring. The board has the authority to reject specific candidates recommended, but personnel finally employed should be employed upon the superintendent's recommendation;

With approval of the board, the superintendent shall assign all principals, teachers, and other district personnel to their positions in the schools and make such transfers or other changes as maybe necessary;

The superintendent shall be responsible for the curriculum and course of study being taught in the Carlisle Community School District. The superintendent provides professional leadership for the educational program of the schools and is responsible for the development of a system for regularly reporting to the board on all aspects of that program;

The superintendent shall direct the formulation and revision of salary schedules within the financial resources of the community and make such recommendations to the board;

The superintendent is responsible for preparing and submitting to the board a preliminary budget;

The superintendent shall give special attention to the discipline and methods of instruction followed in the schools and shall aid principals and teachers by advice and suggestions. To these ends, the superintendent shall personally supervise the school as often as possible and note means by which the efficiency of the school can be improved;

The superintendent has the authority to prepare such regulations and give such instruction to school employees as maybe necessary to make the policies of the board effective. The superintendent may delegate responsibilities and assign duties. Such delegation and assignment does not relieve the superintendent of final responsibility for actions of subordinates;

The superintendent formulates and recommends personnel policies necessary for efficient functioning of the school staff. The policies approved by the board should be included in the written rules and regulations;

Approved \_\_\_\_\_

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## SUPERINTENDENT DUTIES

The superintendent is responsible for the development of a program of maintenance and improvement or expansion of buildings and site facilities. This includes recommendation for employment and supervision of all building custodians;

The superintendent shall represent the district as its chief executive officer in dealings with other school systems, social institutions, business firms, agencies of government, and the general public;

The superintendent shall keep the public informed about modern educational practices, educational trends, and the practices and problems in the school district. One method by which the superintendent can fulfill this duty is through a monthly newsletter to communicate activities and projects occurring in the school district. The superintendent will ask for contributions from school district personnel in order to make the monthly newsletter as informative as possible;

The superintendent shall be responsible for selling used and old equipment; and

Accept gifts on behalf of the school which are in compliance with board policy.

This list of duties shall not act to limit the broad authority and responsibility of the office of the superintendent. In executing these duties and others the board may delegate, the superintendent shall consider the economics, as well as the needs, of the students in the school district.

Legal Reference: Iowa Code §§279.8, .20 (1993).  
281 Iowa Admin. Code 11.4(9).  
281 Iowa Admin. Code 12.4(4).

Cross Reference:	200.3	Powers of the Board of Directors
	200.4	Responsibilities of the Board of Directors
	301	Administrative Structure
	303	Superintendent

Approved \_\_\_\_\_

Reviewed 03-10-08

Revised \_\_\_\_\_

## SUPERINTENDENT EVALUATION

The board will conduct an ongoing evaluation of the superintendent on the superintendent's skills, abilities, and competence. Annually, the board will formally evaluate the superintendent. The goal of the superintendent's formal evaluation is to ensure the educational program for the students is carried out, promote growth in effective administrative leadership, clarify the superintendent's role, clarify the immediate priorities of the board, and develop a working relationship between the board and the superintendent.

The superintendent will be an educational leader who promotes the success of all students by:

Facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community.

Advocating, nurturing and sustaining a school culture and instructional program conducive to student learning and staff professional development.

Ensuring management of the organization, operations and resources for a safe, efficient and effective learning environment.

Collaborating with families and community members, responding to diverse community interests and needs and mobilizing community resources.

Acting with integrity, fairness and in an ethical manner.

Understanding the profile of the community, and responding to and influencing the larger political, social, economic, legal and cultural context.

The formal evaluation will be based on the following principles:

The evaluation criteria shall 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 be conducted annually at a time previously agreed upon;

Each board member shall have an opportunity to individually evaluate the superintendent, and these individual evaluations will be compiled into an overall evaluation by the entire board;

The superintendent shall conduct a self-evaluation prior to discussing the board's evaluation, and the board as a whole shall discuss their evaluation with the superintendent;

The board shall discuss their evaluation of the superintendent no later than the March regular meeting. This discussion may take place in closed session upon a request from the superintendent;

The individual evaluation of each board member, if individual board members so desire, will not be reviewed by the superintendent. Board members are encouraged, however, to communicate their criticisms and concerns to the superintendent in the closed session.

Approved \_\_\_\_\_

Reviewed 03-10-08

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The Board President will develop a written summary of the individual evaluations, including both the strengths and the weaknesses of the superintendent, and place it in the superintendent's personnel file to be incorporated into the next cycle of evaluations.

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

Legal Reference:                    **Wedergren v. Board of Directors, 307 N.W. 2d 12 (Iowa 1981).**  
Iowa Code §279.8, .20, .23, .23A (~~1993~~) **(2007)**.  
281 Iowa Admin. Code 12.3(4).

Cross Reference:                    213                    Closed Meetings of the Board of Directors  
   302.1                   Administration and the Board of Directors  
   303                    Superintendent

**APPROVED 6/08/04**

**Revised 08-11-2008**

Approved \_\_\_\_\_

Reviewed 03-10-08

Revised \_\_\_\_\_

SUPERINTENDENT PROFESSIONAL DEVELOPMENT

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

It shall be the responsibility of the superintendent to arrange the superintendent's schedule of events 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 traveling or involves unusual expense, the superintendent shall bring it to the attention of the board president prior to attending the event.

The superintendent shall report to the board about each event attended.

Legal Reference: Iowa Code §279.8 (1993).  
281 Iowa Admin. Code 85.12, 86.28, 88.  
281 Iowa Admin. Code 12.7.

Cross Reference: 219.2 Board of Directors Development and Training

Approved \_\_\_\_\_ Reviewed 03-10-08 Revised \_\_\_\_\_

SUPERINTENDENT CIVIC ACTIVITIES

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

It shall be the responsibility of the superintendent to become involved in community activities and events. It shall be within the discretion of the board to pay annual fees for involvement in any community organization.

Legal Reference: Iowa Code §279.8 (1993).

Cross Reference: 907 Other Interdistrict Relations

Approved \_\_\_\_\_ Reviewed 03-10-08 Revised \_\_\_\_\_

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 contracted by the board.

The board reserves the right, however, to request that the superintendent cease the outside employment as a condition of continued employment. The board shall give the superintendent thirty (30) days' notice to cease outside employment.

Legal Reference: Iowa Code §279.8, .20 (1993).

Cross Reference: 303.2 Superintendent Contract and Contract Non-Renewal  
303.4 Superintendent Duties

Approved \_\_\_\_\_

Reviewed 03-10-08

Revised \_\_\_\_\_

## ADMINISTRATIVE POSITIONS

The school district may have, in addition to the superintendent, as many building principal positions as deemed necessary by the superintendent and the school board. These administrators shall work closely with the superintendent as an integral part of day-to-day operations of the school district.

It shall be the responsibility of the administrators to uphold the policies of the board, to instill a positive, cooperative environment with school district personnel, 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 (1993).  
281 Iowa Admin. Code 12.4.

Cross Reference: 301 Administrative Structure  
304 Administrative Personnel

**APPROVED 6/08/04**

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Reviewed 03-10-08

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CARLISLE COMMUNITY SCHOOL BOARD OF DIRECTORS

ADMINISTRATIVE QUALIFICATIONS, RECRUITMENT, APPOINTMENT

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

The board shall only consider applicants that meet or exceed the standards set by the State Department of Education and qualifications set by the board for the position. In employing these administrators, the board shall consider the qualifications, credentials, and records of the applicants without regard to race, color, sex, national origin, religion, age, sexual orientation, gender identity 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 all qualified applicants in making its final decision.

Also as part of choosing a building principal or other administrator, the board shall consider the school district's educational philosophy, budget, organizational structure, educational programs, certified staff, and any factors about the school district deemed relevant by the board.

It shall be 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 shall 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 (1993).  
281 Iowa Admin. Code 11.4(9).  
281 Iowa Admin. Code 12.4.  
1980 Op. Att'y Gen. 367.

Cross Reference: 304 Administrative Personnel

Approved 3-10-08

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ADMINISTRATIVE CONTRACT AND CONTRACT NON-RENEWAL

The length of the contract for employment between an administrator and the board shall be determined by the board. The contract shall state the terms of the employment.

The first two (2) years of a contract issued to a newly employed administrator shall be considered a probationary period. The board may waive this period or extend it for an additional year upon the consent of the administrator. In the event of termination of a probationary or non-probationary contract, the board shall afford the administrator appropriate due process, including notice by May 15. The administrator and board may mutually agree to terminate the administrator's contract at any time.

If an administrator's contract is not being renewed by the board, the contract will be extended automatically for one (1) year unless both parties mutually agree otherwise or the administrator is terminated.

It shall be the responsibility of the superintendent to create a contract for each administrative position.

Administrators, who wish to resign, to be released from a contract, or to retire, must comply with board policies regarding the areas of resignation, release or retirement.

Legal Reference: Iowa Code §279.20, .22-25 (1993).  
Board of Education of Fort Madison Community School District v. Youell, 282 N.W.2d 677 (Iowa 1979).  
Briggs v Board of Education of Hinton Community School District, 282 N.W.2d 740 (Iowa 1979).  
Cook v Plainfield Community School District, 301 N.W.2d 711 (Iowa App. 1980).  
281 Iowa Admin. Code 12.4(4), .4(7).

Cross Reference: 303 Superintendent  
305 Reduction in Administrative Personnel

Approved \_\_\_\_\_ Reviewed 03-10-08 Revised \_\_\_\_\_

ADMINISTRATIVE SALARY AND OTHER COMPENSATION

The board has complete discretion to set the salary of the administrators. The board shall set the salary and fringe benefits.

It shall be the responsibility of the board to set the salary 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 shall be set at the beginning of each contract period.

In addition to the salary and benefits, the administrator's actual and necessary expenses will be paid by the school district when the administrator is performing school business.

Legal Reference: Iowa Code §279.21 (1993).

Cross Reference: 304 Administrative Personnel

Approved \_\_\_\_\_

Reviewed 03-10-08

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## ADMINISTRATIVE DUTIES

Administrators shall be hired by the board to assist the superintendent in the day-to-day operations of the school district.

Each attendance center shall have a building principal responsible for the administration and operation of the attendance center. Each building principal, as chief administrator of the assigned attendance center, shall be responsible for the building and grounds, for pupils and school district personnel 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 shall be considered the professional advisor to the superintendent in matters pertaining to the principal's school. Other duties of the principal shall include, but not be limited to the following:

The principal shall serve under the direction of the superintendent and shall cooperate in the general organization and plan of procedure in the school under supervision;

Principals shall have, under the direction of the superintendent, immediate supervision of the teachers in the principals' respective schools or areas, including the performance evaluation of such teachers;

Principals shall keep all necessary records needed in carrying out their delegated duties;

Although the appointment of teachers is made by the board upon recommendation of the superintendent, the principal shall be consulted in the rating, recommending and selection of teachers;

The principals and superintendent shall cooperate in determining courses 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;

Principals shall see that proper care is taken of all school books, supplies, materials, equipment and furniture. Any cases of intentional abuse or misuse shall be reported immediately;

Principals shall be required to instruct their teachers to make a complete annual inventory of all school property contained in their individual rooms. This inventory shall be filed with the superintendent;

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## ADMINISTRATIVE DUTIES

Principals shall promptly investigate excessive cases of absence or tardiness of pupils and notify the parents or guardians in every case of unexcused absence or tardiness. All such cases shall be immediately reported to the superintendent;

Principals shall make such reports from time to time as the superintendent may require;

Principals shall maintain the regular schedule of school hours established by the board and shall make no temporary changes in the schedule without the consent of the superintendent;

Principals shall promptly notify the superintendent whenever ventilation, sanitation or heating of the building is unsatisfactory;

Principals shall be called upon to contribute to the general policies and procedures of the school;

Principals shall perform such other duties as may be assigned by the superintendent of schools.

Legal Reference: Iowa Code §§279.8, .21, (1993).  
281 Iowa Admin. Code 11.4(9)  
281 Iowa Admin. Code 43, 58.  
281 Iowa Admin. Code 12.4(5), .4(6), .4(7).

Cross Reference: 301 Administrative Structure  
304 Administrative Personnel

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## ADMINISTRATIVE EVALUATION

The superintendent shall conduct an ongoing process of evaluating the administrators on their skills, abilities, and competence. Annually, the superintendent will formally evaluate the administrators. The goal of the formal evaluation process is to ensure the educational program for the students is carried out, promote growth in effective administrative leadership for the school district, clarify the administrator's role as the board and the superintendent see it, 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 administrator.

The formal evaluation shall include written criteria related to the job description. The superintendent, after receiving input from the administrators, shall present the formal valuation instrument to the board for approval.

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

The principal will be an educational leader who promotes the success of all students by:

Facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community.

Advocating, nurturing and sustaining a school culture and instructional program conducive to student learning and staff professional development.

Ensuring management of the organization, operations and resources for a safe, efficient and effective learning environment.

Collaborating with families and community members, responding to diverse community interests and needs and mobilizing community resources.

Acting with integrity, fairness and in an ethical manner.

Understanding the profile of the community, and responding to and influencing the larger political, social, economic, legal and cultural context

It shall be the responsibility of the superintendent to conduct formal valuation of the probationary administrators and non-probationary administrators prior to May 15, at a time mutually agreeable to the administrators and the superintendent.

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

Approved \_\_\_\_\_

Reviewed 03-10-08

Revised \_\_\_\_\_

Legal Reference: Iowa Code §279.8, .21-.23A (2007)  
281 Iowa Admin. Code 12.3(4)

Cross Reference: 302.1 Administration and the Board of Directors  
304 Administrative Personnel

**Revised 08-11-2008**

Approved \_\_\_\_\_

Reviewed 03-10-08

Revised \_\_\_\_\_

CARLISLE COMMUNITY SCHOOL BOARD OF DIRECTORS

ADMINISTRATIVE PROFESSIONAL DEVELOPMENT

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

It shall be 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 have received approval from the superintendent. In the case where overnight traveling or unusual expense is involved, the superintendent shall bring it to the attention of the board prior to the administrator attending the event.

The administrator shall report to the superintendent about each event attended.

Legal Reference: Iowa Code §279.8 (1993).  
281 Iowa Admin. Code 85.12, 86.4, .6, .8-.9, 88.  
281 Iowa Admin. Code 12.7.

Cross Reference: 303.6 Superintendent Professional Development

Approved \_\_\_\_\_ Reviewed 03-10-08 Revised \_\_\_\_\_

ADMINISTRATIVE 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 community activities.

It shall be the responsibility of the administrators to become involved in community activities and events.

Legal Reference: Iowa Code §279.8 (1993).

Cross Reference: 907 Other Interdistrict Relations

Approved \_\_\_\_\_

Reviewed 03-10-08

Revised \_\_\_\_\_

ADMINISTRATIVE 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 judgement 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 shall give the administrator thirty (30) days notice to cease outside employment.

Legal Reference: Iowa Code §279.8, .21 (1993).

Cross Reference: 304.3 Administrative Contract and Contract Non-Renewal  
304 .5 Administrative Duties

Approved \_\_\_\_\_

Reviewed 03-10-08

Revised \_\_\_\_\_

REDUCTION IN ADMINISTRATIVE PERSONNEL

The board shall have the discretion to determine the appropriate number of administrative personnel.

When considering a reduction in administrative personnel, the board shall consider the number of students to be enrolled, the condition of the facilities, the economic condition of the school district, the reassignment of duties among other administrative personnel, and other factors deemed relevant by the board.

The board shall consider the relative skills, ability, competence, certification, seniority, and qualifications of the administrators to do the available work, as well as other factors deemed relevant by the board in making reductions of administrative personnel.

Legal Reference:            Olds v Board of Education, Nashua Community School District, 334  
N. W.2d 765 (Iowa App. 1983)  
Ar-We-Va Community School District v Log and Henkenius, 292  
N. W.2d 492 (Iowa 1980).  
In re Waterloo Community School District and Concerning William J.  
Gowans, 338 N.W.2d 153 (Iowa 1983).  
Iowa Code §§279.8, .21, .24 (1993).

Cross Reference:            303            Superintendent  
   304            Administrative Personnel

Approved \_\_\_\_\_            Reviewed 03-10-08            Revised \_\_\_\_\_

DEVELOPMENT AND ENFORCEMENT OF ADMINISTRATIVE REGULATIONS

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

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

The board shall be kept informed of the administrative regulations utilized and their revision. The board may review and recommend change of administrative regulations prior to their use in the school district if they are, in the board's judgement, contrary to the intent of board policy.

It shall be the responsibility of the superintendent to enforce the administrative regulations in an appropriate manner for the situation.

Legal Reference: Iowa Code §279.8 (1993).

Cross Reference:	210	Board of Directors Management Procedures
	210.7	Review of Administrative Policies
	306.2	Monitoring of Administrative Regulations

Approved \_\_\_\_\_

Reviewed 03-10-08

Revised \_\_\_\_\_

MONITORING OF ADMINISTRATIVE REGULATIONS

The administrative regulations shall be monitored, and revised when necessary. It shall be the responsibility of the superintendent to monitor and revise the school district's administrative regulations.

The superintendent, in addition to the superintendent's own knowledge, may rely on the board, the administrators, school district personnel, 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, (1993).

Cross Reference: 210 Board of Directors Management Procedures  
306.1 Development and Enforcement of Administrative Regulations.

Approved \_\_\_\_\_

Reviewed 03-10-08

Revised \_\_\_\_\_

ADMINISTRATION IN ABSENCE OF POLICY

When there is no board policy in existence to provide guidance on a matter before the administration, the superintendent shall have the authority to exercise discretion, based on the circumstances surrounding the situation.

Legal Reference: Iowa Code §§273.1, 279.8 (1993).

Cross Reference:	101	Educational Philosophy of the School District
	200.3	Responsibilities of the Board of Directors
	210	Board of Directors Management Procedures

Approved \_\_\_\_\_

Reviewed 03-10-08

Revised \_\_\_\_\_

## ADMINISTRATIVE 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 shall conduct themselves professionally and in a manner fitting to their position at all times.

Each administrator shall 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, shall be grounds for discipline and, possibly, for dismissal.

The professional school administrator:

1. Upholds constantly the honor and dignity of the profession in actions and relations with pupils, colleagues, school board members and the public;
2. Obeys local, state and national laws; holds to high ethical and moral standards; and gives loyalty to this country and to the cause of democracy and liberty;
3. Accepts the responsibility to master and to contribute to the growing body of specialized knowledge, concepts, and skills which characterize school administration as a profession;
4. Strives to provide the finest possible educational experiences and opportunities to the members of the school district community;
5. Seeks to preserve and enhance the prestige and status of the profession when applying for a position or entering into contractual agreements;
6. Carries out in good faith the policies duly adopted by the local board and the regulations of state authorities and renders professional service;

Approved \_\_\_\_\_

Reviewed 03-10-08

Revised \_\_\_\_\_

CARLISLE COMMUNITY SCHOOL BOARD OF DIRECTORS

## ADMINISTRATIVE CODE OF ETHICS

7. Disallows consideration of private gain or personal economic interest to affect the discharge of professional responsibilities;
8. Recognizes the public schools are the public's business and seeks to keep the public informed about their schools; and
9. Supports and practices the administrative team concept.

Legal Reference: Iowa Code §§273.1, 279.8 (1993).

Cross Reference: 101 Educational Philosophy of the School District  
204 Code of Ethics  
404 General Personnel Conduct and Appearance  
502.1 Student Appearance

Approved \_\_\_\_\_

Reviewed 03-10-08

Revised \_\_\_\_\_

CARLISLE COMMUNITY SCHOOL BOARD OF DIRECTORS

## SUCCESSION OF AUTHORITY TO THE SUPERINTENDENT

In the absence of the superintendent, it shall be the responsibility of the other administrators to assume the superintendent's duties. The succession of authority to the superintendent shall be dependant upon the area of concern. Each of the three areas of Building and Grounds, Transportation, and Educational Program, shall have administrative procedures outlining the succession of authority in the superintendent's absence.

If the absence of the superintendent is temporary, the successor shall assume only those duties and responsibilities of the superintendent that require immediate action. If the absence of the superintendent will be a lengthy one, as determined by the board, the board shall appoint an acting superintendent to immediately assume the responsibilities of the superintendent.

It shall be the responsibility of the superintendent to inform the successor of the superintendent's absence, if possible. If the superintendent is unable to inform the successor, it shall be the responsibility of the successor to assume the superintendent's duties, in accordance with this policy statement, when the successor learns of the absence and its length.

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

Legal Reference: Iowa Code §279.8 (1993).  
281 Iowa Admin. Code 11.4(9)  
281 Iowa Admin. Code 12.4(4).

Cross Reference: 303 Superintendent

Approved \_\_\_\_\_

Reviewed 03-10-08

Revised \_\_\_\_\_

## AUTHORITY AND COMMUNICATION CHANNELS

Questions and problems shall be resolved at the lowest organizational level nearest to the complaint. School district personnel shall be responsible to confer with their immediate supervisor on questions and problems for resolution. Students and other members of the district community shall confer with a member of certified personnel and then with the building principal on questions and problems for resolution.

If resolution is not possible by any of the above, individuals may bring it to the attention of the superintendent within ten (10) days of their discussion with the building principal. If the superintendent is the employee's immediate supervisor and if there is no resolution or plan for resolution by the superintendent within ten (10) days of the individual's discussion with the superintendent, the individual may ask to have the question or problem placed on the board agenda. The action of the board will be final.

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

Legal Reference: Iowa Code §§273.1, 279.8 (1993).

Cross Reference: 401.5 General Personnel Complaints  
502.6 Student Complaints and Grievances

Approved \_\_\_\_\_

Reviewed 03-10-08

Revised \_\_\_\_\_

CARLISLE COMMUNITY SCHOOL BOARD OF DIRECTORS