



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 licensed 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.

Approved: October 8, 1990
Reviewed: November 9, 2020
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.

Legal Reference: Iowa Code §279.8 (2015).

Cross Reference: 301 Administrative Structure
 302 Administrative Relationships

Approved: October 8, 1990
Reviewed: November 9, 2020
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, shall attend each board meeting.

Legal Reference: Iowa Code §§279.8, .20, .21, .23, .24 (2015).
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: October 8, 1990
Reviewed: November 9, 2020
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 or 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 (2015).
281 Iowa Admin. Code 11.4.

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

Approved: October 8, 1990
Reviewed: November 9, 2020
Revised:



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 (2015).

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

Approved: October 8, 1990

Reviewed: November 9, 2020

Revised:



ADMINISTRATION AND AREA EDUCATION AGENCY

The administration shall utilize the resources of the Mississippi Bend 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 (2015).

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

Approved: October 8, 1990
Reviewed: November 9, 2020
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, religion, sex, national origin, age, sexual orientation, marital status, 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, licensed 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 §§21.5(1)(i); 35C; 216; 279.8, .20 (2015).
 281 Iowa Admin. Code 11.4 (9), 12, 84-86.
 281 Iowa Admin. Code 12.4 (4).
 1980 Op. Att'y G en. 367.

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

Approved: October 8, 1990
Reviewed: November 9, 2020
Revised: April 14, 2008



SUPERINTENDENT CONTRACT AND CONTRACT NON-RENEWAL

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 shall 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 non-probationary 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 Education 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 Iowa Admin. Code 12.4

Cross Reference: 303 Superintendent
 304 Administrative Personnel
 305 Reduction in Administrative Personnel
 407 Licensed Personnel Termination of Employment

Approved: October 8, 1990
Reviewed: November 9, 2020
Revised: January 22, 2018



SUPERINTENDENT SALARY AND OTHER COMPENSATION

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

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 determined 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.

Legal Reference: Iowa Code §279.20 (2015).
1984 Op. Att'y Gen. 47.

Cross Reference: 303 Superintendent

Approved: October 8, 1990
Reviewed: November 9, 2020
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, in conjunction with the board president, the agenda for the board meetings, shall attend all meetings of the board and may participate in all deliberations, except when the superintendent's 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 be responsible for the supervision of all employees connected with the North Scott 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;

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 be responsible for examining 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;



SUPERINTENDENT DUTIES

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 may be necessary;

The superintendent shall be responsible for the curriculum and course of study being taught in the North Scott 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 may be 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;

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;

The superintendent shall be responsible for the disposition of unwanted equipment; and

The superintendent shall be responsible for accepting gifts on behalf of the school which are in compliance with board policy.



SUPERINTENDENT DUTIES

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 that the board may delegate, the superintendent shall consider the needs of the students, as well as the economic condition of the school district.

Legal Reference: Iowa Code §279.8, .20 (2015).
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
303.4E1 Superintendent - Job Description

Approved: October 8, 1990
Reviewed: November 9, 2020
Revised:



SUPERINTENDENT - JOB DESCRIPTION

TITLE: Superintendent of Schools

REPORTS TO: Board of Education

SUPERVISES: All Administrators and Directors

PERFORMANCE RESPONSIBILITIES:

Board Executive Officer

1. To prepare the tentative agenda for all regular and special School Board Meetings.
2. To maintain the official minutes of all Board meetings.
3. To maintain all School Board records.
4. To conduct all School Board member and other school elections.
5. To carry out all policies and programs adopted by the Board.
6. To assist the Board in writing school district policy.
7. To advise and assist in negotiations.
8. To inform the Board about current school laws and changes in laws being studied by committees, commissions and legislators.
9. To inform the Board about trends and new ideas in curriculum and school management.
10. To provide information to assist the Board in the procurement, management and disposal of land and other properties.

Business

1. To prepare the annual budget.
2. To develop, maintain and evaluate appropriate financial records.
3. To monitor the completion of all forms required by local, state and federal governmental agencies.
4. To monitor the procurement of high quality supplies, equipment and services following state laws and Board policies governing bidding.
5. To insure the maintenance of healthy, safe and attractive school buildings and grounds.
6. To monitor the operation of an efficient and safe school transportation program.
7. To secure reports as necessary or requested to inform the Board of the financial status of the school district.
8. To monitor the inventory of supplies and equipment.
9. To monitor the school district insurance programs.
10. To monitor the budget constantly and to inform the Board regularly.
11. To sign contracts for the purchase of supplies, equipment, services, repairs and construction within Board policies or when directed by the Board.
12. To recommend textbook and other fees, ticket prices and lunch prices.



SUPERINTENDENT - JOB DESCRIPTION

13. To monitor the management of the lunch program.
14. To monitor the procedure for payroll and all other expenditures.
15. To report buildings and grounds repair and maintenance needs to the Board.
16. To prepare the annual school calendar.
17. To cancel school or dismiss early in emergencies.
18. To provide information prior to and during all bond issues and tax referenda.
19. To maintain appropriate school records.
20. To delegate appropriate authority and responsibility for the business affairs of the school district.

Instruction

1. To assist in the evaluation of the present instructional program in kindergarten through grade twelve.
2. To recommend improvements in the programs.
3. To recommend the acquisition of appropriate supplies, textbooks, equipment and other instructional materials.
4. To maintain essential guidance services.
5. To provide for the special needs of handicapped and gifted children.
6. To evaluate student achievement and to report to the Board.
7. To maintain an adequate program of reporting student progress to parents.
8. To monitor the preparation of applications, reports and evaluations for special state and federal projects.
9. To assist teachers and administrators to improve instruction.
10. To delegate appropriate authority and responsibility for the instructional program.

Personnel (Certified and Non-Certified)

1. To maintain personnel records for employees.
2. To advertise all job vacancies as directed by the Board.
3. To maintain a file of all job applicants.
4. To assist administrators in interviewing and selecting employees.
5. To delegate the authority and responsibility for interviewing and selecting candidates for jobs when appropriate.
6. To assist in the evaluation of all employees.
7. To recommend professional staff to the Board for employment.
8. To give final approval for all persons whose employment does not require Board approval.
9. To recommend withholding salary increments and/or the dismissal of employees when such action is appropriate.
10. To evaluate all administrators.
11. To provide appropriate personnel reports for the Board of Directors.
12. To organize appropriate in-service programs for employee groups.



SUPERINTENDENT - JOB DESCRIPTION

13. To maintain professional growth records.
14. To monitor laws and regulations pertaining to all employee groups.
15. To issue all contract and salary notification forms to employees.
16. To secure qualified substitute teachers, establish and keep current a list of qualified individuals.
17. To delegate appropriate authority and responsibility for the instructional program.

Public Relations

1. To organize the school district public relations program.
2. To prepare district-wide news releases and publicity.
3. To publish all legal notices.
4. To publish and distribute a handbook for all support personnel.
5. To prepare and distribute the "Directory" each year.
6. To speak to the community groups about the accomplishments and needs of the school district.
7. To announce the cancellation of school or early dismissal to area radio stations.
8. To maintain two-way internal communications with employees.
9. To receive and acknowledge complaints and compliments from employees, students and the community.
10. To encourage and educate employees to be public relations oriented.
11. To prepare and to distribute all election information.
12. To develop and to maintain cooperative relationships with many governmental and private agencies – police, courts, fire department, welfare, mental health, etc.
13. To assist local parent-teacher organizations, when requested.

TERMS OF EMPLOYMENT: Twelve month year. Salary established by the Board.

EVALUATION: Performance of this job will be evaluated per contract language.

Approved by: _____ Date: _____

Reviewed and agreed to by _____ Date: _____
(Incumbent)

(This job description contains only measurable performance responsibilities).

Approved: October 8, 1990
Reviewed: November 9, 2020
Revised: February 27, 2006



SUPERINTENDENT EVALUATION

The board will conduct an ongoing evaluation of the superintendent on the superintendent's skills, abilities, and competence. At a minimum, the board will formally evaluate the superintendent on an annual basis. The goal of the superintendent's formal evaluation is to ensure the education 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:

- Mission, Vision and Core Values: Develop, advocate and enact a shared mission, vision, and core values of high-quality education and academic success and well-being of each student.
- Ethics and Professional Norms: Act ethically and according to professional norms to promote each student's academic success and well-being.
- Equality and Cultural Responsiveness: Strive for equity of educational opportunity and culturally responsive practices to promote each student's academic success and well-being.
- Curriculum, Instruction and Assessment: Develop and support intellectually rigorous and coherent systems of curriculum, instruction and assessment to promote each student's academic success and well-being.
- Community Care and Support for Students: Cultivate an inclusive, caring and supportive school community that promotes the academic success and well-being of each student.
- Professional Capacity of School Personnel: Develop the professional capacity and practice of school personnel to promote each student's academic success and well-being.
- Professional Community for Teachers and Staff: Foster a professional community of teachers and professional staff to promote each student's academic success and well-being.
- Meaningful Engagement of Families and Community: Engage families and the community in meaningful, reciprocal, and mutually beneficial ways to promote each student's academic success and well-being.
- Operations and Management: Manage school operations and resources to promote each student's academic success and well-being.
- School Improvement: Act as an agent of continuous improvement to promote each student's academic success and well-being.

The formal evaluation will be based on the following principles:

- 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, the Iowa Standards for School Leaders, the school district's goals, and the goals of the administrator's individual professional development plan;
- At a minimum, the evaluation process will be conducted annually at a time agreed upon;
- Each board member will have an opportunity to individually evaluate the superintendent, and these individual evaluations will be compiled into an overall evaluation from the entire board;



SUPERINTENDENT EVALUATION

- The superintendent will conduct a self-evaluation prior to discussing the board's evaluation, and the board as a whole will discuss its evaluation with the superintendent.
- The board may discuss its evaluation of the superintendent in closed session upon a request from the superintendent and if the board determines its discussion in open session will needlessly and irreparably injure the superintendent's reputation; and
- The individual evaluation by 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. 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.

Legal Reference: Wedergren v. Board of Directors, 307 N. W.2d 12 (Iowa 1981)
Iowa Code §279.8, .20, .23, .23A.
281 Iowa Admin. Code Ch. 83;12.3(4).

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

Approved: October 8, 1990
Reviewed: November 9, 2020
Revised: September 27, 2021



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 (2015).
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: October 8, 1990
Reviewed: November 9, 2020
Revised:



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 be involved in the district community activities and events within the discretion of the board to pay annual fees for professional organizations and activities.

Legal Reference: Iowa Code §279.8 (2015).

Cross Reference: 303.3 Superintendent Salary and Other Compensation
304.8 Administrator Civic Activities

Approved: October 8, 1990
Reviewed: May 9, 2016
Revised: November 9, 2020



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 the superintendent cease the outside employment as a condition of continued employment. The board shall give the superintendent thirty days' notice to cease outside employment.

Legal Reference: Iowa Code §279.8, .20 (2015).

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

Approved: October 8, 1990

Reviewed: November 9, 2020

Revised:



ADMINISTRATIVE POSITIONS

The school district may have, in addition to the superintendent, the following administrative positions: Director of Business Affairs, Director of Operations, Director of Curriculum and Instruction, Director of Human Resources, Assistant Superintendent, High School Principal, Junior High Principal, Elementary Principals, and Assistant Principals. 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.

Legal Reference: Iowa Code §279.8, .20, .21, .23 (2015).
281 Iowa Admin. Code 11.4 (9).
281 Iowa Admin. Code 12.4.

Cross Reference: 301 Administrative Structure
304 Administrative Personnel

Approved: October 8, 1990
Reviewed: November 9, 2020
Revised: April 8, 2019



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 who 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, religion, sex, national origin, age, 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 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, licensed 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 (2015).
281 Iowa Admin. Code 12.4.
1980 Op. Att'y Gen. 367.

Cross Reference: 304 Administrative Personnel

Approved: October 8, 1990
Reviewed: November 9, 2020
Revised: April 14, 2008



ADMINISTRATOR CONTRACT AND CONTRACT NON-RENEWAL

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 shall 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 non-probationary 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 shall be 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 Iowa Admin. Code 12.4

Cross Reference: 303 Superintendent
 304 Administrative Personnel
 305 Reduction in Administrative Personnel

Approved: October 8, 1990
Reviewed: November 9, 2020
Revised: January 22, 2018
Name Changed: January 22, 2018



ADMINISTRATIVE SALARY AND OTHER COMPENSATION

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

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 determined 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 (2015).
1984 Op. Att'y Gen. 47.

Cross Reference: 304 Administrative Personnel

Approved: October 8, 1990
Reviewed: November 9, 2020
Revised:



BUILDING ADMINISTRATORS' 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 the students and employees assigned to the attendance center, for school activities at the attendance center, for the education 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 attendance center supervised by the principal's school. Although the principals serve under the direction of the superintendent, duties of the principal shall include, but not be limited to the following:

- Cooperate in the general organization and plan of procedure in the school under the principal's supervision;

- Supervision of the teachers in the principals' attendance center;

- Maintaining the necessary records for carrying out their delegated duties;

- Work with the superintendent in the rating, recommending and selecting supervised employee whenever possible;

- Work 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;

- Ensure that proper care is taken of all school books, supplies, materials, equipment, furniture and facilities. Any cases of intentional abuse or misuse shall be reported immediately to the superintendent;

- 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;

- Investigate excessive cases of absence or tardiness of students; and notify the parents or guardians of unexcused absence or excessive tardiness. All such cases should be reported to the superintendent;

- Make such reports from time to time as the superintendent may require;

- 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;



BUILDING ADMINISTRATORS' DUTIES

Promptly notify the superintendent whenever ventilation, sanitation or heating of the building is unsatisfactory;

Contribute to the formation and implementation of general policies and procedures of the school;

Perform such other duties as may be assigned by the superintendent of schools.

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

Cross Reference: 301 Administrative Structure
304 Administrative Personnel

Approved: October 8, 1990
Reviewed: May 9, 2016
Renamed: April 10, 2000
Revised: November 9, 2020



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, ensure 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, assess administrator competence in the Iowa Standards for School leaders, 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. This policy supports and does not preclude the ongoing informal evaluation of the administrator's skills, abilities and competence.

The superintendent is responsible for designing an administrator evaluation instrument to assess, among other things, the administrator's competence in meeting the Iowa Standards for School Leaders and the goals of the administrator's individual professional development plan. The formal evaluation will include written criteria related to the job description and the Iowa Standards for School Leaders. 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 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 is 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:

- Mission, Vision and Core Values: Develop, advocate and enact a shared mission, vision, and core values of high-quality education and academic success and well-being of each student.
- Ethics and Professional Norms: Act ethically and according to professional norms to promote each student's academic success and well-being.
- Equality and Cultural Responsiveness: Strive for equity of educational opportunity and culturally responsive practices to promote each student's academic success and well-being.
- Curriculum, Instruction and Assessment: Develop and support intellectually rigorous and coherent systems of curriculum, instruction and assessment to promote each student's academic success and well-being.
- Community Care and Support for Students: Cultivate an inclusive, caring and supportive school community that promotes the academic success and well-being of each student.
- Professional Capacity of School Personnel: Develop the professional capacity and practice of school personnel to promote each student's academic success and well-being.
- Professional Community for Teachers and Staff: Foster a professional community of teachers and professional staff to promote each student's academic success and well-being.
- Meaningful Engagement of Families and Community: Engage families and the community in meaningful, reciprocal, and mutually beneficial ways to promote each student's academic success



ADMINISTRATOR EVALUATION

- and well-being.
- Operations and Management: Manage school operations and resources to promote each student's academic success and well-being.
- School Improvement: Act as an agent of continuous improvement to promote each student's academic success and well-being.

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

Legal Reference: Iowa Code §279.8, .21-.23A.
281 I.A.C. 12.3(3); ch 83.

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

Approved: October 8, 1990
Reviewed: November 9, 2020
Revised: September 27, 2021



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.

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

Legal Reference: Iowa Code §279.8 (2015).
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: October 8, 1990
Reviewed: November 9, 2020
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 is the responsibility of the administrators to become involved in school district community activities and events. It is within the discretion of the board to pay annual fees for professional organizations and activities.

Legal Reference: Iowa Code §279.8 (2015).

Cross Reference: 303.7 Superintendent Civic Activities

Approved: October 8, 1990
Reviewed: May 9, 2016
Revised: November 9, 2020



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 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 shall give the administrator thirty days notice to cease outside employment.

Legal Reference: Iowa Code §279.8, .21 (2015).

Cross Reference: 304.3 Administrative Contract and Contract Non-Renewal
 304.5 Administrative Duties

Approved: October 8, 1990
Reviewed: November 9, 2020
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, experience, effectiveness, 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. Long 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 (2015).

Cross Reference: 303 Superintendent
 304 Administrative Personnel

Approved: October 8, 1990
Reviewed: November 9, 2020
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 revisions. 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 judgment, 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 (2015).

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

Approved: October 8, 1990
Reviewed: November 9, 2020
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 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 (2015).

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

Approved: October 8, 1990
Reviewed: November 9, 2020
Revise: March 14, 1994



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 (2015).

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

Approved: October 8, 1990
Reviewed: November 9, 2020
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.

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;
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.

Legal Reference: Iowa Code §§273.1, 279.8 (2015).

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

Approved: October 8, 1990
Reviewed: November 9, 2020
Revise: March 14, 1994



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, in this order, the assistant superintendent, the high school principal, the junior high principal and then an elementary principal chosen at the discretion of the administration.

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 (2015).
281 Iowa Admin. Code 11.4 (9).
281 Iowa Admin. Code 12.4 (4).

Cross Reference: 303 Superintendent

Approved: October 8, 1990
Reviewed: November 9, 2020
Revised: April 8, 2019



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 licensed 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 fourteen 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 fourteen 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 279.8.

Cross Reference:	213	Public Participation in Board Meetings
	213.1	Public Complaints
	401.5	General Personnel Complaints
	502.6	Student Complaints and Grievances
	504.3	Student Publications

Approved: October 8, 1990
Reviewed: November 9, 2020
Revised: October 28, 2019