

## **SCRIBNER-SNYDER BOARD POLICY MANUAL**

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## ROLE OF ADMINISTRATION

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

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

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

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

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

## STRUCTURE OF MANAGEMENT

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

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

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

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

## 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:

1. Principal
2. Activity Director
3. Appointed Upon 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 board determines the absence of the superintendent will be a lengthy one, the board shall appoint an acting superintendent to assume the responsibilities of the superintendent. The successor shall assume the duties when the successor learns of the superintendent's absence or when assigned by the superintendent or the board.

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

Cross Reference:     302     Superintendent

## COMMUNICATION CHANNELS

Questions and problems shall be resolved at the lowest organizational level nearest to the complaint. School employees shall be responsible for conferring with their immediate supervisor on questions and concerns. Students and other members of the school district community shall confer with a certificated employee and then with the principal on questions and concerns. Policies referenced at the end of this page shall serve as guidelines for additional resolution of conflicts.

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

Legal Reference: Nebraska Statute 79-254 et seq.

Cross Reference: 204.12 Public Participation in Board Meetings  
402.05 Employee Grievances  
504.01 Student Due Process Rights  
506.06 Student Publications  
1005.01 Public Complaints

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## SUPERINTENDENT QUALIFICATIONS, RECRUITMENT, APPOINTMENT

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

The board shall consider applicants that meet or exceed the standards set by the Nebraska Department of Education and the qualifications established in the job description for the superintendent position. In employing a superintendent, the board shall consider the qualifications, credentials and records of the applicants without regard to race, color, religion, sex, national origin, age, or disability. 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, financial situation, organizational structure, education programs, and other factors deemed relevant by the board.

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

Legal Reference: 29 U.S.C. §§ 621-634 (1994).  
42 U.S.C. §§ 2000e et seq. (1994).

Cross Reference: 201.01 Board Powers and Responsibilities  
301 Administrative Structure

## SUPERINTENDENT CONTRACT AND CONTRACT NONRENEWAL

It shall be the responsibility of the board to provide the contract for the position of superintendent. The length of the contract for employment between the superintendent and the board shall be determined by the board, but shall not exceed three years. The contract will begin on July 1 and end on June 30. The contract shall state the terms of employment.

The superintendent serves the board as a probationary certificated employee, regardless of length of service. The superintendent's contract shall be deemed renewed and will remain in full force unless it is amended or not renewed. The superintendent and board may mutually agree to terminate the superintendent's contract at any time.

In the event of nonrenewal, termination or amendment of a contract, the board shall afford the superintendent appropriate due process, including notice of its intent by December 15. Unless continued by mutual written agreement according to statutory procedures, the board shall take final action on the contract by January 15.

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:                   Neb. Statute 79-822  
  Neb. Statute 79-824 to 842

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## SUPERINTENDENT DUTIES

The board employs a superintendent of schools to serve as the chief executive officer of the board. The board delegates to the superintendent the authority to implement board policy and to execute decisions made by the board concerning the internal operations of the school district, unless specifically stated otherwise.

The superintendent shall be responsible for the implementation and execution of board policy and the observance of board policy by employees and students. The superintendent shall be responsible for overall supervision and discipline of employees and the education program.

In executing the above-stated duties, the superintendent shall consider the financial situation of the school district as well as the needs of the students. Specifically, the following are the duties and responsibilities of the superintendent of schools; the individual serving in this capacity shall:

1. Prepare an annual budget for the board of education for consideration, modification and adoption.
2. Serve as executive and chief administrative officer of the board of education in the conduct of the school and of the board's auxiliary activities.
3. Serve as a liaison between the board of education and the professional and support staff.
4. Enforce all state, federal, state board of education and local board of education rules and regulations relative to the management of the school.
5. Make available to the board of education information relative to the school, advise the board on professional and business matters, and recommend changes in the board of education policies.
6. Accept requests and complaints, submitted by patrons and staff of the district, for official presentation to the board of education.
7. Prepare and disseminate the agenda for regular and special meetings.
8. Maintain and have custody of official files and documents.
9. Provide for administering the use of school facilities by outside agencies.
10. Organize, supervise, assign, direct and delegate authority to school personnel with clear lines of authority and responsibility.



11. Issue administrative directives in supplementation and amplification of the board of education policies.
12. Assume responsibility for the development of the school in accordance with sound principles of organization, administration, supervision, instruction, plant management and business administration.
13. Recruit, screen and recommend professional and support personnel for employment by the board of education.
14. Supervise the enforcement of the compulsory school attendance law in accordance with Nebraska statute.
15. Direct the pupil transportation program.
16. Direct the purchase of equipment and supplies.
17. Direct the financial and pupil accounting.
18. Administer and direct the administration of the adopted school budget in accordance with the provisions of law and regulation of the board of education.
19. Supervise a complete health record system for each pupil.

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

Cross Reference:     205     School Board Policy Process  
                          301     Administrative Structure

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## SUPERINTENDENT EVALUATION

The board will conduct an ongoing evaluation of the superintendent's skills, abilities, and competence. At a minimum, the board will formally evaluate the superintendent twice in the first year and annually thereafter. 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 formal evaluation will be based upon the following principles:

1. 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;
2. At a minimum, the evaluation process will be conducted annually at a time agreed upon;
3. 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;
4. The board as a whole shall discuss its evaluation with the superintendent in closed session; and
5. The board will complete the evaluation process by reaching consensus on goals or priorities for the superintendent for the next period of evaluation.

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: Neb. Statute 79-828

Cross Reference: 202.03 Board Self-Evaluation  
204.06 Closed Sessions  
302.01 Superintendent Qualifications, Recruitment, Appointment

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## SUPERINTENDENT CONSULTING/OUTSIDE EMPLOYMENT

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

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

Nothing in this policy shall contradict the language of the superintendent contract in force.

Cross Reference:     302.02 Superintendent Contract and Contract Nonrenewal  
                          302.04 Superintendent Duties

## ADMINISTRATOR 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 consider applicants who meet or exceed the standards set by the Nebraska Department of Education and the qualifications established in the job description for the position. In employing an administrator, the board shall consider the qualifications, credentials and records of the applicants without regard to race, color, religion, sex, national origin, age, or disability. The board will look closely at the training, experience, skill and demonstrated competence of qualified applicants in making its final decision.

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

## ADMINISTRATOR CONTRACT AND CONTRACT NONRENEWAL

The length of the contract for employment between an administrator and the board shall be determined by the board and stated in the contract, but shall not exceed three years. The contract shall also state the terms of the employment.

The first three years of a contract issued to a newly employed administrator shall be considered a probationary period. In the event of termination of a probationary or nonprobationary contract, the board shall afford the administrator appropriate due process.

Administrators whose contracts will be recommended for termination, amendment or nonrenewal by the board will receive notice prior to April 15. The superintendent shall make a recommendation to the board for the termination of the administrator's contract.

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 personnel policies regarding the areas of resignation, release or retirement.

## ADMINISTRATOR DUTIES

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

Position:           **Principal**

Elected By:       Board of Education upon recommendation by the superintendent  
                          of schools

Terms of Election: Utilizing the specific position requirements contained herein, the board of education shall annually, not later than the January meeting of the current year, review the evaluation of the elementary principal and subsequent recommendation as provided by the superintendent, a copy of which shall be provided the principal prior to the review.

The contract for services between the district and principal shall commence on July 1 of each current year and shall terminate, unless renewed and/or modified, on June 30 of the current contract year.

Salary and related benefits shall be a matter of personal negotiations procedure between the board of education and the elementary principal.

Basic Function: Consistent with existing school philosophy and school district policies governing the administration of the elementary school and the resources allocated for educative purposes, the elementary principal shall:

1. Provide the leadership to effectively implement instructional goals and objectives.
2. Keep informed of changing and current trends in education and shall transmit this information to appropriate personnel.
3. Provide for a system of management which ensures an effective and efficient utilization of students, staff and resources providing for the most effective operation of the elementary school.

General Requirements: As minimum requirements, the elementary school principal shall:

1. Have earned a master's degree in school administration with appropriate (K-12) endorsement from an accredited institution of higher learning.
2. Have in force a valid "Standard Administrative and Supervisory" certificate with K-12 endorsement as issued by the Nebraska Department of Education.
3. Have necessary certification and experience qualifications to conform to current North Central Association accreditation standards for principals.

Special Requirements: The principal shall have a strong background in curriculum development as well as familiarity with state and federal reporting requirements and financial assistance programs.

The principal shall have an ability to communicate and to exhibit effective leadership potential to the students, staff and the community.

The principal shall have the ability to effectively coordinate all of the support services provided the elementary school system.

Relationships:

1. Reports directly to the superintendent. Informs, advises, and provides recommendations to the superintendent on all activities directly under autonomy of the elementary schools.
2. Exchanges information with the personnel under his jurisdiction in order to coordinate efforts in curriculum development, in-service activities and general maintenance of the total district instructional program.
3. In concert with the administrative team, reports to the board of education through regularly scheduled meetings as directed by the superintendent.
4. Coordinates, in cooperation with the activities director, all elementary school activities.

Specific Performance Requirements:

A. Board of Education

- 1) Attends all regular and special meetings of the board of education in an advisory capacity.
- 2) Carries out the mandates of the board of education in the most expeditious manner possible within the limits of the resources available.

B. Administration

- 1) Provide leadership through staff planning for budgetary needs and assists the superintendent in administering and monitoring budget allocations.
- 2) Provides recommendations regarding facilities and building needs coordinated with the intent of the total educational program.
- 3) Prepares and promptly submits for approval all federal and state reports as requested.

- 4) Causes to be maintained an accurate, continuous and current inventory of all school supplies and equipment under the control of the elementary school.
- 5) Shall have direct supervision over the elementary school guidance program and shall cause to be maintained adequate and complete student records to ensure accurate and complete assessment of the total student. To provide for security and confidentiality of such records.

C. Instruction

- 1) Shall provide the leadership for the implementation of an educational environment which ensures optimum learning opportunity for each pupil.
- 2) Shall establish such reasonable rules and regulations with the approval of the superintendent and the board of education so as to affect the smooth operation of the elementary school.
- 3) Shall provide such time, resources and personnel required to develop and implement an on-going, comprehensive staff in-service program.

D. Personnel Management

1. Shall have the primary responsibility for the supervision, evaluation and subsequent employment recommendations of all personnel within the employ of the school.
2. Shall have the primary responsibility for the interview and selection process for the initial employment of all staff.
3. Shall be responsible for the scheduling and effective utilization of all staff within the scope of the school.
4. Shall orient newly assigned staff and shall assist in their development as is individually appropriate.
5. Shall evaluate, not less than twice annually, all members of the professional staff within the school and shall provide, in writing, a summary of those evaluations.

E. Facilities Management

- 1) Shall be responsible for the administration of and shall provide for the security and safety of all facilities within the autonomy of the school.
- 2) Shall provide for the upkeep, maintenance and repair of all facilities and equipment and shall make appropriate reports and recommendations to the superintendent.
- 3) Shall be responsible for the scheduling of all utilization of school facilities during and after normal school hours.

F. General



- 1) Shall establish and maintain favorable relationships with local community groups and individuals to foster understanding and solicit support for overall school objectives and programs; to interpret board policies and administrative directives; and to discuss and resolve individual student problems.
- 2) Shall provide for a continuous program of community public relations within the intent of the policies and directives so as to project a positive image of the elementary school.
- 3) Shall coordinate all school activities with outside agencies to enable them to effectively serve the elementary school student population.
- 4) Shall undertake all other duties as the board of education and changing conditions shall mandate.

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

Cross Reference: 301 Administrative Structure

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## ADMINISTRATOR EVALUATION

The superintendent shall conduct an ongoing process of evaluating the administrators on their skills, abilities, and competence. At a minimum, the administrators will be evaluated annually. Administrators who are new or probationary certificated employees shall be evaluated at least once each semester. The goal of the formal evaluation process is to ensure that 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 defined by the board and the superintendent, determine 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 superintendent is responsible for designing an administrator evaluation instrument. The formal evaluation shall include written criteria related to the job description. The superintendent, after receiving input from the administrators, shall present the formal evaluation instrument to the board for approval.

The formal evaluation shall also include an opportunity for the administrator and the superintendent to discuss the evaluation, 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.

It shall be the responsibility of the superintendent to conduct a formal evaluation of all administrators prior to April 15.

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

Legal Reference:      Neb. Statute 79-828  
                                 NDE Rule 10-007.06

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## ADMINISTRATOR CONSULTING/OUTSIDE EMPLOYMENT

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

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

## MONITORING OF ADMINISTRATIVE REGULATIONS

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

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

Cross Reference:     205     School Board Policy Process

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## HANDBOOKS AND DIRECTIVES

In order that the necessary board policies, regulations, school rules and procedures may be known by all staff members, patrons, students and parents affected, district administrators and principals are granted authority to issue staff and student/parent handbooks.

It is essential that the contents of all handbooks conform with district policies and regulations. It is also important that all handbooks bearing the name of the district or one of its schools be of a quality that reflects favorably on the district. The board, therefore, expects all handbooks to be approved by the board and/or superintendent or designee before publication.

The board will review and approve district personnel handbooks in order that the contents may be accorded the legal status of board-approved policy and regulation. The superintendent will use his/her judgment as to whether other specific handbooks need board approval. However, all handbooks published are to be made available to the board for informational purposes.