

SECTION C: General School Administration

Section C of the EPS/NSBA policy classification system provides a repository for statements about the school district management, the administrative structure, school building and department administration. It is also the location for personnel policies that pertain to one individual -- the Superintendent.

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ADMINISTRATION GOALS

The purpose of school administration is to help create and foster an environment in which pupils can learn most effectively. All administrative duties and functions will be appraised in terms of the contributions that they make to better instruction and to higher student motivation and achievement.

The Board will rely on its Superintendent of schools to provide the professional administrative leadership that such a goal demands.

The design of the administrative organization will be such that all schools are part of a single system subject to the policies set forth by the Board and implemented through a single Superintendent. Within district policies and regulations, principals will be responsible and accountable for the administration of their respective schools.

Major goals of administration in the district will be:

1. To manage the district's various units and programs effectively.
2. To provide professional advice and counsel to the Board and to any advisory groups established by Board action.
3. To implement the management function through a team management approach so as to assure the best and most effective learning programs through achieving such sub-goals as
 - a. providing leadership in keeping abreast of current educational developments; (b) arranging for the staff development necessary to the establishment and operation of learning programs that better meet more learner needs;
 - b. coordinating cooperative efforts at improvement of learning programs, facilities, equipment, and materials; and
 - c. providing access to the decision making process for the ideas of staff, students, parents and others.

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Reviewed: January 2018

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QUALIFICATIONS OF THE SUPERINTENDENT

TITLE: Superintendent of Schools

QUALIFICATIONS: Required state certification with at least a master's degree. Successful experience as an educational leader and administrator with not less than five years public school experience. Other qualifications as determined by the Board.

REPORTS TO: School Board

SUPERVISES: Central office administrators and school principals; through them, all personnel of district.

JOB GOAL: To provide for effective administration of all schools and departments, and educational leadership throughout the school system and community.

EVALUATION: The performance of this job will be evaluated in accordance with board policy, based on performance indicators and progress annual Superintendent goals as set by the Superintendent and Board.

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RECRUITMENT AND APPOINTMENT OF SUPERINTENDENT

The appointment of a Superintendent is a function of the Board. The Board may conduct an active search to find the person it believes can most effectively translate into action the policies of the Board and the aspirations of the community and the professional staff.

The Board may seek the advice and counsel of interested individuals or of an advisory committee, or it may employ a consultant to assist in the selection. However, final selection will rest with the Board after a thorough consideration of qualified applicants.

The Board may provide prospective applicants with a written list of the qualifications candidates should have before making application for the position.

Following the screening of applicant credentials, the Board will invite the most desirable applicants for a personal interview.

A vote of the majority of the Board at a meeting for which due notice has been given of the intended action will be required for the appointment of the Superintendent.

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SUPERINTENDENT'S CONTRACT/COMPENSATION AND BENEFITS

The appointment of the Superintendent will be secured through an explicit contractual agreement which shall state the term of the contract, compensation and other benefits, including vacation period, and other conditions of employment. The contract will meet all state requirements and will protect the rights of both the Board and the Superintendent.

The salary of the Superintendent, additional benefits, including group life and health insurance,, retirement programs, as well as vacation entitlement, and other leave will be determined at the time of his or her appointment (or reappointment) and will be part of his or her written contract.

State References

ARSD 24:15:06:34	Superintendent endorsement
SDCL 13-10-3	Group life and health insurance
SDCL 13-10-4	Retirement pension agreement with employees
SDCL 13-10-9	Liability insurance for protection of employees
SDCL 3-10	Voluntary salary deductions
SDCL 3-11	Social Security coverage
SDCL 3-12	SD retirement system

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EVALUATION OF THE SUPERINTENDENT

The Superintendent may be evaluated once each semester during the first two years of employment. Thereafter, the Superintendent's performance will be reviewed annually by the Board.

Through this process the Board will strive to accomplish the following:

1. Clarify for the Superintendent his or her role in the school district as seen by the Board.
2. Clarify for all Board members the role of the Superintendent in the light of his or her job description and the immediate priorities among his or her responsibilities as agreed upon by the Board and the Superintendent.
3. Develop harmonious working relationships between the Board and the Superintendent.
4. Provide administrative leadership of excellence for the school district.

Board consensus of the Superintendent's abilities and performance will be put in writing, made available to him or her, and discussed with him or her in an executive session. The evaluation will be used to improve the quality of administration and to determine future employment.

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ADMINISTRATIVE ORGANIZATION PLAN

The central administration will be organized in a manner that assures that the schools will be able to effectively and efficiently carry out programs and respond to any new programs demanded by our needs or opportunities, or suggested by research or successful practice. The organization must allow the schools opportunities to address their particular needs and improve existing programs.

The legal authority of the Board will be transmitted through the Superintendent along specific paths from person to person through the approved organizational structure.

The organizational structure approved by the Board will represent direction of authority and responsibility; it will not restrict cooperation among staff members at all levels or the flow of ideas necessary in the decision making processes.

The Superintendent will be responsible for keeping the administrative structure of the school district up to date with the changes in goals, curriculum, instructional arrangements, and school services, and will recommend revisions in the structure as necessary to the Board.

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LINE AND STAFF RELATIONS

All personnel employed by the Board will be responsible to the Board through the Superintendent. The Board expects that the Superintendent will establish clear understandings on the part of all personnel of the working relationships in the school district.

Personnel will be expected to refer matters requiring administrative action to the administrator to whom they are responsible. The administrator will refer such matters to the next higher administrative authority when necessary. Additionally, all personnel are expected to keep the person to whom they are immediately responsible informed of their activities by whatever means the person in charge deems appropriate.

It is expected that the established lines of authority will serve most purposes. But all personnel will have the right to appeal any decisions made by an administrative officer in accordance with the approved grievance procedures.

Additionally, lines of responsibility and authority do not restrict in any way the cooperative, sensible working together of all people on all professional levels in order to develop the best possible school program. The established lines of authority represent direction of authority and responsibility in the implementation of policy; when the staff is working together to improve the district's programs and operations, the lines represent avenues for a two-way flow of ideas.

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MANAGEMENT TEAM

The Board recognizes the importance of maintaining an effective management team to strengthen the administration and educational programs of the district, and to establish and improve communications, decision-making, conflict resolution, and other relationships among the members of the team.

While the management team concept places emphasis upon shared responsibility and authority, nothing in this policy is intended to limit the responsibility and authority of the Board ultimately to make decisions as prescribed by law.

MANAGEMENT TEAM DEFINITIONS

For the purposes of this policy, the terms herein shall have the following definitions:

1. Management Team Concept:

A means whereby educational policies and administrative procedures that define the district's programs and operations are arrived at through shared responsibility and authority.

2. Management Team:

A team composed of the Superintendent and administrative, supervisory, and administrative support personnel who have significant responsibilities for formulating district policies or administering district programs; and in addition:

- a. recommend employment, transfer, suspension, discharge, layoff, recall; promotion, assignment, compensation, or discipline of employees;
- b. direct and supervise other employees;
- c. evaluate employees; and
- d. adjust complaints.

3. Management Employees:

A term which refers to those members of the Management Team.

MANAGEMENT TEAM OBJECTIVES

The objectives of the district's Management Team are:

1. to provide input into all policies, which directly affect management employees in the administration of the school district by:
 - a. assisting in the development of the educational goals and objectives of the district;
 - b. applying all available knowledge to the improvement of district services;
 - c. providing input into the development of district and department financial plans and budgets;
 - d. providing input into the labor relations policies and practices of the district;

- e. evaluating proposals made by other employees and making recommendations on the district's response;
 - f. providing open and frequent communication among members of the Team.
2. to provide a means of addressing the economic and welfare concerns of management employees including:
 - a. position description;
 - b. evaluation;
 - c. salaries and fringe benefits;
 - d. promotion; and
 - e. assignment and transfer.

The Superintendent shall prepare administrative guidelines for the operation of the Management Team. Such guidelines shall provide:

1. That the Management Team meetings will include:
 - a. all management employees;
 - b. representatives reflective of all management employee positions
2. That the Management Team shall address itself to:
 - a. appropriate concerns identified by the Superintendent;
 - b. appropriate concerns identified by any member of the Team; and
 - c. appropriate concerns mutually identified by a consensus of the members of the Team.
3. That the concerns of the Management Team will include but not be limited to:
 - a. the district budget;
 - b. the district curriculum;
 - c. personnel management;
 - d. welfare of management employees.
4. That the Management Team will meet as determined by the administration:
5. That actions of all members of the Management Team be consistent with professional and ethical standards as adopted by professional management associations.

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ADMINISTRATIVE COUNCILS, CABINETS, AND COMMITTEES

The Superintendent may develop and lead such permanent and temporary councils, cabinets and committees as he or she deems necessary for proper administration of the school district program.

The groups established or authorized by the Superintendent may be ad hoc (for the purpose of studying a particular issue) or may be commissioned to assist in a broad range of studies. Groups will be advisory in nature and will be subject to the same general guidelines on research, and release of information as established for groups advisory to the Board.

State References

SDCL 1-27-1.16

Material relating to open meeting agenda item to be available

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SCHOOL BUILDING ADMINISTRATION

Acting with the approval of the Superintendent and upon the advice of central office administrators, each principal will be the chief administrator of his or her school. All personnel assigned to his or her building will be directly responsible to the building principal. Staff members who work in more than one school will be responsible to the principal of the school during the time they are working in his or her building.

The principal is charged with the supervision and direction of the staff and the students assigned to his or her building, and with care of the school facility and its equipment. The principal will see that the policies and regulations of the district, the directives of its officers, and the guidelines for the instructional program are observed. Within the framework of Board policies and regulations set by the Superintendent, the principal may establish and enforce such regulations as he or she deems advisable for the efficient operation of his or her school.

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QUALIFICATIONS OF THE BUSINESS MANAGER

QUALIFICATIONS: Business or Accounting degree and/or five years previous accounting equivalence. The Board of Education reserves the right to deviate from these qualifications.

REPORTS TO: School Board and Superintendent

EVALUATION: Performance will be evaluated by the School Board and the Superintendent.

JOB GOAL: The goal of the Business Manager is to provide the most efficient services to support the educational objectives of the School District and administers the business affairs of the school district to provide the best possible educational services with the financial resources available.

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POLICY IMPLEMENTATION

The Superintendent has responsibility for carrying out, through administrative regulations, the policies established by the Board.

The policies developed by the Board and the administrative regulations developed to implement policy are designed to promote an effective and efficient school system. Consequently, it is assumed that all employees and students will willingly carry them out.

There are activities that are common to all departments and school levels but procedures for conducting them may vary from department to department. Principals and Department Heads will establish procedures for conducting activities within their individual departments within the larger framework of administrative regulations and Board policies.

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DEVELOPMENT OF REGULATIONS

The Board delegates to the Superintendent the function of specifying required actions and designing the detailed arrangements under which the schools will be operated.

These required actions and detailed arrangements will constitute the administrative regulations governing the schools. They must be in every respect consistent with the policies adopted by the Board.

In the absence of policy, the Superintendent is authorized by the Board to establish regulations as needed. Should the Board consider it necessary, policy will be developed thereafter.

The Board itself will formulate and adopt regulations only when required by law, and when the Superintendent recommends Board adoption in light of strong community attitudes or probable staff reaction.

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REGULATIONS DISSEMINATION

The Superintendent will establish and maintain an orderly plan for making regulations known to all staff members, students and the public. A regulation concerning a particular group or groups in the schools will be distributed to the group(s) prior to the effective date of the regulation.

The Superintendent will also provide easy access to an up-to-date collection of Board policies and regulations for all employees of the school district, members of the Boards and the community at large.

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APPROVAL OF HANDBOOKS AND DIRECTIVES

To make pertinent Board policies, district regulations and departmental and/or school rules and procedures known to all staff members and students, District Administrators and Principals are granted authority to issue staff and student handbooks as found necessary and desirable.

It is essential that the contents of all handbooks conform to district-wide 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 credit on the district. Therefore, the Board expects all handbooks to be approved prior to publication by the Board.

As in the case of regulations affecting staff members, handbooks published specifically for a particular group of employees will be made available to all of the employees affected.

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PROGRAM CONSULTANTS

In situations where knowledge and/or technical skills are needed that cannot be supplied by regular staff positions, technical and consultant assistance may be considered as one alternative for providing the desired service. The service may be provided consistent with budgetary appropriations.

All consultants will be approved by the Superintendent prior to the invitation and arrangement for visitation by such person or persons to the school district. Any proposed contracts with consultants will be submitted to the Board for approval.

Consultants, whether temporary, part-time or full-time, will exercise no administrative authority over the work of employees in the district, but will act only as advisers in those fields in which they are qualified to offer expert assistance.

All supervision of employees will be in the hands of those to whom such responsibility has been specifically delegated by the Superintendent.

State References

SDCL 13-8-39
SDCL 13-10-2

Management of schools by board – general powers
General power of school boards to employ personnel

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SCHOOL DISTRICT ANNUAL REPORT

In accordance with state law, an annual report covering the educational and financial activities of the school district will be prepared by the business manager, with the assistance of the Superintendent.

The report will be filed for audit on or before August 1 with the State Department of Education.

State References

SDCL 13-8-47

Annual report to DOE

SDCL 13-13-37

Submission of final financial report

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