

Superintendent Selection

AR-2105.1

When the board of education determines that the position of superintendent of schools will become vacant, a public announcement shall be made through the local news media and a search for a replacement shall be implemented. Notices announcing the vacancy, describing the school district and community, setting forth qualifications to be met by applicants, suggested salary range, and anticipated dates for interviews, hiring, and commencement of employment shall be sent to state and regional employment agencies and state education agencies. The board of education may use a consultative service to assist in the hiring process if deemed appropriate. The board of education may use a local screening committee to assist in the review of applications and the preliminary screening of applicants.

All applicants shall be sent a copy of the superintendent's job description and an outline of the board of education's procedures to be followed for screening, interviewing, and hiring a superintendent. In addition to a personal résumé, applicants shall be asked to submit transcripts of college courses completed and names of not less than three individuals that shall be contacted for professional references.

All applicants shall be screened and not less than three individuals shall be extended invitations to appear for on-site interviews. Those individuals appearing for interviews shall be reimbursed for mileage and expenses incurred. Either before or after the personal interview, the board of education will contact those individuals identified as professional references by the interviewees, the interviewees' current or former employers, and his or her spouse, and may also visit the interviewees' current or former place of employment.

After selecting a superintendent and securing a signed contract, the board of education shall see that all applicants are notified that the position has been filled. An announcement shall be given to the news media and to those employment agencies previously notified of the vacancy, stating that the position has been filled and the name of the individual employed.

Superintendent's Contract of Employment

AR-2105.3

This Contract is made by and between the Board of Education of McPherson County School District No. 60-0090, hereinafter referred to as the "Board", and _____, hereinafter referred to as the "Superintendent."

WITNESSETH: That in accordance with action taken by the Board as recorded in the minutes of the Board meeting, held on the ___ day of _____, the Board hereby agrees to employ the Superintendent, and the Superintendent hereby agrees to accept such employment, subject to the following terms and conditions:

Section 1. Terms of Contract. The Superintendent shall be employed for the period of two years, beginning on the 1st day of July, 20__, and terminating on the 30th day of June, 20__, subject to such other terms and conditions as may be specified in this contract. The Board will make a contract decision at the December, 20__ board meeting to extend the contract one year after the initial two year contract. At the regular November board meeting, the Superintendent will notify the Board of the December contract decision date. The failure of the Superintendent to notify the Board will constitute neglect of duty warranting the cancellation of this contract.

Section 2. Terms of Service. The Superintendent is a unique employee in that the Superintendent is a full-time, year-round employee who has responsibilities for the well-being of the schools, its students and staff every day. There is no day in the year in which the Superintendent is not responsible for the school and its operation. Nonetheless, the Superintendent shall have the same holidays as other certified school employees and shall have vacation days as set forth in Section 10 below. The actual daily and weekly working hours of the Superintendent shall be subject to mutual agreement between the Superintendent and Board. In general, the Superintendent shall be expected to work sufficient hours each day to provide for the carrying out of the duties set forth in the Superintendent's contract and in Board policy. Normal daily working hours shall be those specified in policies and regulations of the District with reasonable time provided for lunch, breaks, etc. The Superintendent shall use discretion in determining which public functions sponsored by the School District to attend consistent with the goal of being accessible to the public and providing personal support for the activities of the School District. The Superintendent shall be accessible on a reasonable basis during non-duty time to manage school business.

Section 3. Salary. In consideration of an annual salary of \$_____ to be paid, and of the further agreements and considerations hereinafter stated, the Superintendent agrees to faithfully perform the duties of the superintendent of schools in and for the School District as prescribed by the laws of the State of Nebraska and by the rules and regulations promulgated by the Board thereunder. Said annual salary shall be paid in equal installments in accordance with the policy of the Board governing payment of other professional staff employees of the School District. The Board retains the right to adjust the Superintendent's annual salary upward during the term of this Contract, as an amendment hereto, without such adjustment constituting a new contract or extending

the length of the Contract. The Superintendent's salary shall not be reduced during the term of the Contract.

Section 4. Duties. The Superintendent is hereby employed as the superintendent in and for the public schools of the School District and shall perform the duties of the Superintendent as prescribed by the laws of the State of Nebraska and by the written policies, rules, and regulations made thereunder by the Board. Throughout the terms of this Contract, the Superintendent shall devote full time, skill, labor, and attention to the position of superintendent of schools; provided that the Superintendent may, with the approval of a majority of the Board, undertake consultative work, speaking engagements, writing, lecturing, or other professional activities. The Superintendent shall review all policies adopted by the Board and make appropriate recommendations to the Board concerning the same, and shall accomplish specific annual job targets as assigned by the Board.

Section 5. Professional Status. The Superintendent hereby affirms that he/she is not under contract with another school board or board of education within this state covering any part or all of the same terms provided in this Contract. The Superintendent further affirms that at the beginning of the term of this Contract, he/she holds or will hold a Nebraska Administrative and Supervisory Certificate valid for the position of superintendent of schools, which is or will be in full force and effect for the full term of this Contract. It is understood and agreed that this Contract shall not be valid until the aforementioned Administrative and Supervisory Certificate has been presented to the Secretary of the Board and a copy has been made and placed on file in the office of the Board. The Superintendent shall not be compensated for any services performed prior to the date of registration of said certificate. On or before September 15 (or within 30 days after employment if the Superintendent is employed after September 15 of any school year), the Board will file with the State Department of Education information attesting that the certificate of the Superintendent has been filed with the School District as set forth by Neb. Rev. Stat. § 79-804.

Section 6. Superintendent and Board Responsibilities. The Superintendent shall be the chief executive officer of the Board. As such, the Superintendent shall have primary responsibility for execution of Board policy. The Board shall have primary responsibility for formulating and adopting policy. The Superintendent shall be responsible for the development of rules and regulations for implementation of Board policy. In the absence of Board policy on matters which require prompt action, the Superintendent shall have the authority to act according to his/her best professional judgment; provided that the Superintendent shall report the nature of the matter and the action taken to the Board no later than the next regularly scheduled Board meeting. The parties agree, individually and collectively, not to interfere with or usurp the primary responsibility of the other party. The Board or its individual members shall refer to the Superintendent all criticisms, complaints, and suggestions concerning the School District and its administration for action, study, and/or recommendation, as appropriate.

Section 7. Evaluation. During each annual salary period, the Board shall evaluate and assess in writing the performance of the Superintendent at least twice the first year and at least once each year thereafter in accordance with Board policy. Each such evaluation and assessment shall be reasonably related to the position description of the Superintendent. The evaluation format shall be reasonably objective and shall contain the evaluation criteria as specified in Board policy. The Board shall meet and discuss the evaluation format with the Superintendent and attempt in good faith to agree on the development and adoption of a mutually agreeable evaluation format. In the event that members of the Board, either individually or collectively, determine that the performance of the Superintendent is unsatisfactory in any respect, they shall describe such unsatisfactory performance in writing in reasonable detail, indicating specific instances where appropriate. The evaluation shall include recommendations as to the areas of improvement in all instances where the Board deems such to be necessary or appropriate. A copy of the written evaluation shall be delivered to the Superintendent and the Superintendent shall have the right to make a written reaction or response to the evaluation. Within 30 days from delivery of each written evaluation to the Superintendent, the Board shall meet with the Superintendent to discuss the evaluation.

Section 8. Discharge. During the term of this Contract, the Superintendent may be discharged if he/she materially breaches any provisions of this Contract, or performs any act which substantially inhibits the Superintendent's ability to discharge his/her duties as superintendent of schools, including, but not limited to: (a) becoming legally disqualified to administer in the State of Nebraska, (b) incompetence, (c) neglect of duty, (d) unprofessional conduct, (e) insubordination, (f) immorality, (g) physical or mental incapacity, (h) participation in any fraud, (i) causing intentional damage to property, (j) conviction of a felony, or (k) other conduct which interferes substantially with the Superintendent's ability to continue duties. The Board shall not act arbitrarily or capriciously in calling for the discharge of the Superintendent and under no circumstances shall a discharge be effective unless the Superintendent has been given the cause or causes for discharge in writing and due notice of an opportunity for a hearing before the Board. The hearing shall be held before the Board and may be in a closed or open session, at the discretion of the Board, provided that in the event of a hearing in closed session, no formal action shall be taken by the Board on evidence presented at such hearing until the Board shall have reconvened in open session. The Board shall appoint an attorney-at-law to act as the presiding hearing officer. The hearing officer shall formulate the procedural rules for the hearing, shall be in charge of the conduct of the hearing, and shall have the power to rule on all objections. The Superintendent may, at his/her own cost and expense, be represented by legal counsel at the hearing. During the hearing, evidence in support of the cause or causes for discharge shall be presented, and the Superintendent shall be afforded a reasonable opportunity to present evidence in his/her behalf. After the hearing, the Board shall render its decision and if such decision is adverse to the Superintendent, the Board shall submit a written memorandum of decision setting forth the reasons for the decision and the evidence relied upon. The fees and expenses of the hearing officer shall be paid by the School District. Nothing contained herein shall prevent the suspension of

the Superintendent, with pay, from his/her duties during the pendency of such proceedings or at any other time during the term of this contract.

Section 9. Disability. Should the Superintendent be unable to perform his/her duties by reason of illness, accident, or disability beyond his/her control, and such disability shall exist for a period more than his/her accumulated sick leave during any school year, the Board may, at its discretion, make a proportionate reduction from the salary stipulated herein. After exhausting all accumulated sick leave, if such disability is of such nature as will make the performance of the Superintendent's duties impossible, the Board may, at its discretion, terminate this Contract, whereupon the respective duties, rights, and obligations of the parties hereto shall be terminated, with the exception of any benefits to be paid to the Superintendent under any insurance coverage furnished by the School District.

Section 10. Annual Vacation and Sick Leave. The Superintendent shall be allowed twenty working days of vacation leave during each year of this Contract exclusive of Saturdays, Sundays, and legal and school holidays, and shall be entitled to ten days of sick leave during each year of this Contract, accumulative to 45 days. The Superintendent waives any reimbursement for any accrued but unused vacation days.

Section 11. Professional Development. The Superintendent may, with the prior approval of the Board, attend appropriate professional meetings at the local, state, regional, and national levels and necessary expenses required for such attendance shall be paid by the School District.

Section 12. Fringe Benefits. The Superintendent shall receive all fringe benefits of employment which are granted other certificated employees of the School District, including full family medical insurance and dental coverage, and such other benefits as the Board shall from time to time determine to be appropriate, including the following:

a. Transportation: The Superintendent shall be reimbursed for mileage to the extent such reimbursement is allowed by Board policy.

b. Professional Development: The Superintendent is expected to continue professional development and to participate in relevant learning experiences. With the approval of the Board, the superintendent may attend professional meetings at the local, state, and national level. The District shall pay for the following expenses incurred by the Superintendent in connection with his/her attendance at professional conferences: travel, meals, lodging, and registration fees.

c. Membership Fees: During the term of this Contract, the Board shall pay the Superintendent's membership fees for the following organizations: Nebraska Council of School Administrators, American Association of School Superintendents, NRCSA. Upon approval of the Board, the Board may pay the Superintendent's membership fees for other organizations. The Superintendent

shall attend appropriate professional meetings at the local, state, and national levels, provided that such attendance does not interfere with the proper performance of her duties under this Contract.

Section 13. No Penalty for Release or Resignation. There shall be no penalty for release or resignation by the Superintendent from this Contract; provided no resignation shall become effective until expiration of the Contract unless accepted by the Board and the Board shall fix the time at which the resignation shall take effect.

Section 14. Governing Laws. In performance of his/her duties under this Contract, the Superintendent shall be governed by all applicable state and federal laws, rules and regulations, and the decisions, policies, and directives of the Board.

Section 15. Amendment to be in Writing. This Contract may be modified or amended only by a writing duly authorized and executed by the Superintendent and the Board.

Section 16. Severability. If any portion of this Contract shall be declared invalid or unconstitutional, such declaration shall not affect the validity or constitutionality of the remaining provisions of the Contract.

Section 17. Acceptance by the Superintendent. If the Superintendent does not accept and deliver one signed copy of this Contract to the Secretary of the Board on or before the ___ day of _____, this Contract shall be null and void.

Section 18. Additional Terms. None.

Executed this ___ day of _____.

President, Board of Education

Superintendent

Secretary, Board of Education

Job Description of the Superintendent

AR-2110

The job description of the superintendent of schools shall include, but not be limited to, the following:

- (1) Serve as the chief executive officer of the board of education.
- (2) Serve as the educational leader of the school district.
- (3) Administer the school in conformity with the adopted policies of the board of education, rules and regulations of the Nebraska Department of Education, and state law.
- (4) Define educational needs, formulate proposed policies and plans, and make recommendations to the board of education for the implementation of programs.
- (5) Make board of education policies accessible to board members and interpret these policies to school district employees and the general public.
- (6) Supervise, either directly or through the delegation of authority, all activities of the school district and see that these activities are carried out in compliance with the policies established by the board of education.
- (7) Inform the board of education concerning decisions that are made which are not covered by board of education policies.
- (8) Prepare and send out agendas, special reports, and minutes for board of education meetings on Thursdays for board members to receive such information three days prior to the meeting.
- (9) Attend and participate in all regular and special board meetings unless excused at his or her request, except for those executive sessions in which his or her own re-election is under discussion. Make recommendations and advise the board of education on subjects affecting the school district.
- (10) May request, at his or her discretion or at the request of the board of education, the attendance of school district employees at meetings of the board of education to explain programs in use or planned for use by the school district.
- (11) Keep up-to-date on trends and laws in education by attending local, district, state, and national meetings or conferences with prior board of education approval. (The expenses incurred by attending these meetings will be paid by the school district.)
- (12) Prepare the annual budget for the ensuing year with the assistance of school district employees, submit such budget to the board of education for review and approval, and make every attempt possible to operate within the limits set forth by the budget after it is approved by the board of education.
- (13) Establish and maintain efficient procedures and effective controls for all expenditures of school funds in accordance with accounting procedures set forth by the Nebraska Department of Education and the office of the Nebraska Auditor of Public Accounts, and as may be recommended by the auditor retained by the board of education.
- (14) Direct the annual audit of school district funds: General Fund, Depreciation Fund, Employee Benefit Fund, Activity Fund, School Lunch Fund, Building Fund, Asbestos and American Disabilities Fund, all Federal Programs, the Special Education Program, and any other funds which the school district may have.

- (15) Recommend the selection of new textbooks or textbook series to the board of education after consultation with school district employees.
- (16) Establish and oversee an up-to-date inventory of textbooks, library books, moveable equipment, AV equipment, athletic equipment, music equipment, uniforms, typewriters, computers, etc.
- (17) With the board of education's approval, authorize the advertising, oversee the holding of interviews, and recommend to the board of education the offering of contracts to certificated employees.
- (18) Provide final approval for the assignment or transfer of all school district employees to their particular school, job, and responsibilities as may be best for the school district and in conformance with each employee's qualifications.
- (19) Recommend the promotion, demotion, dismissal, or salary change for any school district employee to the board of education for final action.
- (20) Represent the board of education as liaison between the school district and the community. Establish and maintain a program of public relations that will keep school district patrons well informed of the activities of the school district. Maintain a public relations program which will result in a wholesome and cooperative working relationship between the school district and the community.
- (21) Develop the school calendar with the assistance of school district employees and present it to the board of education for approval.
- (22) Oversee the completion of all forms required by Federal, State, or County agencies and as may be required for local needs, and see that they are properly filed before their due date.
- (23) Establish all short-term and long-range planning concerning school facilities.
- (24) Oversee the development of procedures for the classification and advancement of students and for the transfer of students from one program to another in accordance with guidelines set forth by the Nebraska Department of Education and existing policies of the board of education.
- (25) Call, or cause to be called, meetings of school district employees as may be necessary to efficiently and effectively carry out the educational program of the school district.
- (26) Maintain responsibility for the general operation of the school district, for the educational growth and welfare of the students, and for the development of the school district employees.
- (27) Establish and approve a method for maintaining an accurate accounting of all individuals under the age of twenty-one whose parents or guardians live within the boundaries of the school district.
- (28) Maintain responsibility (or delegate such responsibility) for scheduling the use of school buildings and grounds by all groups and organizations.
- (29) Perform such other tasks as may, from time to time, be assigned by the board of education.
- (30) Adhere to the "Code of Ethics" set forth by the American Association of School Administrators.
- (31) Be able to deal with stressful situations.
- (32) Perform other duties as requested by the board of education.
- (33) Report to the board of education.

Physical, Mental, and Moral Criteria

- (1) Maintain a healthy lifestyle, giving attention to physical and mental health, and demonstrate moral integrity so that these do not significantly interfere with his or her ability to carry out the duties of the position.
- (2) Minimum physical activity.

	SELDOM 0-10%	OCCASIONAL 11-35%	FREQUENT 36-65%	CONSTANT OVER 65%
Standing		X		
Walking			X	
Sitting			X	
Bending/ Stooping		X		
Reaching/ Pulling		X		
Climbing	X			
Driving		X		
Lifting 30# Max.		X		
Carrying 20 ft.		X		
Manual Dexterity Tasks ¹			X	

¹ Use telephone and calculator. Prefer some computer skills with spreadsheet, and word processing knowledge.

- (3) Prior to the employment of any candidate as the superintendent of schools, the board of education will request a criminal records check of the candidate from the Nebraska State Patrol, Criminal Investigation Division, 14th and Burnham Street, P.O. Box 94907, Lincoln, NE 68509-4907, and a record of satisfactory driving from the Nebraska Department of Motor Vehicles, Driver Records Section, 301 Centennial Mall South, P.O. Box 94789, Lincoln, NE 68509-4789, or from the comparable agency from the state in which the candidate resides.
- (4) Prior to the employment of any candidate as the superintendent of schools, the board of education will provide the candidate with a copy of the school district's Policy 4070, Drug Free School and Community. The board of education reserves its right to require any school district employee to undergo a substance abuse test at any time, at the discretion of the board.

Minimum Educational Preparation Requirements.

- (1) Nebraska Educational Specialist Certificate, or equivalent.
- (2) Nebraska Administrative and Supervisory Certificate with endorsement as a superintendent, or equivalent.
- (3) Successful classroom teaching experience desirable.

Legal Reference: Neb. Rev. Stat. § 32-543
 Neb. Rev. Stat. §§ 73-101 to 73-107
 Neb. Rev. Stat. § 79-550

The following list provides the board with a step-by-step checklist:

- **All board members** will participate in the evaluation process
- The board will execute the evaluation process utilizing the following documents: the board adopted evaluation instrument, the superintendent job description, the superintendent contract; and, superintendent/district performance goals
- The board will periodically review and **adopt a job description** and the **evaluation instrument** for the superintendent, aligning the evaluation instrument with the job duties
- The board will adopt a **timeline** for conducting the superintendent evaluation
- The superintendent will complete a **self-evaluation** and provide a copy of his/her completed evaluation to the board president
- The board president will distribute the superintendent's self-evaluation, blank evaluation instrument, job description, contract, and goals to all board members. Prior to the evaluation meeting, all board members will complete the evaluation instrument and return to the board president by the stated deadline so he/she may compile the results
- The board president will **contact the board attorney** for advice regarding the proper method of executing the evaluation during a scheduled meeting of the board

***Note:** It is the recommendation of the Association that the board conduct the superintendent evaluation in open session to prevent the board the risk of violating the Nebraska Open Meetings Act. The Association strongly advises the board president to contact the school attorney to ascertain his/her position in regards to evaluation of the superintendent.*

- If the board determines pursuant to legal advice to conduct the evaluation in executive session, consider the following guidelines:
 1. Dismiss the superintendent from the closed session to discuss the summary of the evaluation
 2. Ask the superintendent to join the board in closed session and collaboratively review the evaluation with him/her
 3. Identify areas of improvement, goals for the superintendent /district with supporting performance indicators and a timeline for progress reports and/or deadlines
- If the board carries out the evaluation process during a regular meeting of the board in **open session**, each board member should participate in the discussion providing their perspective of the positive qualities the superintendent has exhibited during the past year and any areas of growth or improvement the superintendent might address

Leadership Standard 1: Operations Leadership

The superintendent will provide leadership to the Board of Education in carrying out the vision and daily operations						
Performance Indicators	4 – Highest Rating / 1 – Lowest Rating					Comments
	4	3	2	1	Not Applicable	
1.1 Oversees and directs all activities of the school system according to board policy and assumes responsibility for everything that occurs in the district	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.2 Articulates and promotes high expectations for teaching and student learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.3 Provides leadership to the board in the annual establishment of short- and long-term district goals that support student achievement and the school improvement process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.4 Systematically reports to the board on the status of the adopted district goals and the school improvement plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.5 Maintains a general knowledge of educational and professional trends through participation in national and state workshops and conferences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.6 Supervises the district's compliance and reporting requirements within all NDE rules, accreditation standards, and state and federal law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.7 Represents the district in its dealings with other school systems, agencies, institutions, community organizations, the media, and in legislative and legal matters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.8 Maintains effective relationships with legislative representatives, NDE personnel, and Educational Service Unit administrators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Leadership Standard 2: Staff Leadership

The superintendent will provide leadership to the Board regarding staffing of the district and evaluation						
Performance Indicators	4 – Highest Rating / 1 – Lowest Rating					Commer
	4	3	2	1	Not Applicable	
2.1 Evaluates and makes recommendations for the appropriate staffing levels needed for the effective operation of the schools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2.2 Ensures that fair and effective evaluation processes are in place for all district personnel and that all staff are evaluated regularly according to board policy and applicable laws	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2.3 Ensures that job descriptions for all district personnel are maintained and updated regularly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2.4 Provides motivation and resources for staff members to engage in professional development activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2.5 Provides leadership and oversight to the administrative team through regular communication, supervision, and evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2.6 Provides leadership to the board in the negotiations process with the district's recognized bargaining units	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2.7 Handles personnel matters in a forthright, objective, and professional manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Leadership Standard 3: Board Relations Leadership

The superintendent will meet established requirements in preparing for and conducting board meetings.						
Performance Indicators	4 – Highest Rating / 1 – Lowest Rating					Comments
	4	3	2	1	Not Applicable	
3.1 Provides leadership to maintain the board’s focus on student achievement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.2 Attends and participates in all board meetings unless specifically excused by the board from its consideration of the superintendent’s performance, contract, or salary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.3 Develops, in cooperation, with the board president the agenda for each board meeting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.4 Ensures that all board meetings are legally conducted and communicated to the public in accordance with the Nebraska Open Meetings Act	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.5 To the greatest extent possible, ensures that the board has adequate information and sufficient time to make critical decisions on behalf of the district	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.6 In cooperation with the board president, develops and maintains an annual board calendar that ensures timely consideration of: (a) routine matters requiring board approval, (b) follow-up reports requested by the board, (c) regular updates on district goals and the school improvement plan, (d) regular updates on student achievement data, and (e) continuous policy review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.7 Ensures that administrative recommendations to the board identify: (a) the situation necessitating the recommendation, (b) how the recommendation relates to district and/or school improvement goals and district	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

<p>policies, (c) the options reviewed and the reason for selecting this recommendation, (d) the benefit that is expected to result from the implementation, (e) the personnel that will be involved in or affected by the implementation, (f) the immediate and long-term cost of the implementation (g) how the staff will measure the results of the implementation, and (h) how and when progress will be reported to the board (see AIM document for format)</p>						
<p>3.8 Using agreed-upon methods, communicates with the board between meetings to ensure that all members have current information about district issues and activities</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Leadership Standard 4: Policy Leadership

The superintendent will provide leadership to the Board of Education in policy development and implementation						
Performance Indicators	4 – Highest Rating / 1 – Lowest Rating					Comments
	4	3	2	1	Not Applicable	
4.1 Provides leadership in the development and implementation of district policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4.2 Ensures policy is consistent with the requirements of state and federal law and NDE rules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4.3 In cooperation with the administrative team, develops the necessary rules and regulations to carry out board policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4.4 In cooperation with the board, ensures that policies and supporting administrative rules and regulations are systematically reviewed and updated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Leadership Standard 5: Financial Management

The superintendent will provide sound financial planning and management in assisting the Board of Education to and district operations.

Performance Indicators	4 – Highest Rating / 1 – Lowest Rating					Commer
	4	3	2	1	Not Applicable	
5.1 Schedules timely and appropriate budget work sessions to ensure board input into the development of the district budget	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5.2 Develops the budget according to district policy and state requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5.3 Implements and manages the budget according to sound business and fiscal practices and district policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5.4 Recommends budget amendments when necessary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5.5 Provides monthly financial reports, including comparable data (three-year history), to ensure the board is knowledgeable about the status of the budget	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5.6 Maintains the district's financial records and ensures that they are audited annually by a qualified accounting firm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Leadership Standard 6: Facilities Leadership

The superintendent will provide leadership to the Board of Education regarding facilities planning.						
Performance Indicators	4 – Highest Rating / 1 – Lowest Rating					Comments
	4	3	2	1	Not Applicable	
6.1 In cooperation with the board, maintains and updates a short and long-range plan that includes: (a) a schedule for the routine maintenance of all school properties, (b) a schedule for the repair and/or replacement of school equipment, and (c) a facilities needs assessment for future renovation or construction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6.2 Oversees the implementation of the facilities plan and ensures that the board is knowledgeable about the status of the facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Leadership Standard 7: Community Relations

The superintendent will provide leadership to the Board in fostering a good working relationship with the public						
Performance Indicators	4 – Highest Rating / 1 – Lowest Rating					Comments
	4	3	2	1	Not Applicable	
7.1 Maintains accessibility and visibility in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7.2 Acts as a unifying force within the district, striving to reconcile divergent viewpoints in order to do what is best for students	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7.3 Promotes and supports parent/student/community involvement in the school	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7.4 Demonstrates appreciation for and sensitivity to the diversity in the school community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7.5 Effectively communicates the needs and successes of the district	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7.6 Maintains a sound working relationship with the media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7.7 Routinely creates opportunities to seek staff and community input on significant issues where and when appropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7.8 Serves as an effective spokesman for the welfare of all members of the learning community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Leadership Standard 8: General Leadership Attributes

The superintendent will provide general leadership to the Board and District with the following attributes being a						
Performance Indicators	4 – Highest Rating / 1 – Lowest Rating					Comments
	4	3	2	1	Not Applicable	
8.1 Demonstrates ethical, trustworthy and professional behavior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
8.2 Demonstrates values, beliefs, and attitudes that inspire others to higher levels of performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
8.3 Is cordial, patient, personable, and treats everyone fairly and with dignity and respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
8.4 Expresses ideas in a logical, forthright, and professional manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
8.5 Approaches work with enthusiasm, commitment, and integrity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
8.6 Is visible, listens, and promotes collaboration, teamwork, and accomplishments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Superintendent Evaluation Summary

The superintendent should identify no more than four performance areas on which to focus their growth professionally. Note: Targeting in excess of four performance areas will make it difficult for the individual to address the areas adequately. When his/her performance is at a high-level, sustaining, refining, and replicating the performance is the goal. Follow through will ensure the success of the superintendent and the board.

The Performance Plan should consist of:

- goals (**what** must he/she do to achieve the objective or what is the intended result)
- performance indicators (**how** will the board measure progress and/or success)
- timeline (**when** will progress/success be assessed or completion date)
- signature (once the Performance Plan has been completed and reviewed the board president and superintendent will both sign and date placing a copy in the superintendent's personnel file and a copy will be retained by the board president)

Note: The Performance Plan should be reviewed and updated throughout the year to assess progress and success. Modifications should only be made if the board/superintendent discuss and agree upon appropriate changes.

Superintendent

(Signature)

(Date)

Board President

(Signature)

(Date)

Principal's Contract of Employment

AR-2205

This Contract is made by and between the Board of Education of **McPherson County School District No. 60-0090**, hereinafter referred to as the "Board", and _____, hereinafter referred to as the "Principal."

WITNESSETH: That in accordance with action taken by the Board as recorded in the minutes of the Board meeting, held on the ___ day of _____, 20___, the Board hereby agrees to employ the Principal, and the Principal hereby agrees to accept such employment, subject to the following terms and conditions:

Section 1. Terms of Contract. The Principal shall be employed for the period of 220 days, beginning on the 1st day of July, 20___, and terminating on the 30th day of June, 20___, subject to such other terms and conditions as may be specified in this contract.

Section 2. Terms of Service. The principal shall have the same holidays as other certified school employees and shall have leave days as set forth in Section 4 below. The actual daily and weekly working hours of the Principal shall be subject to mutual agreement between the Principal and the Superintendent. The Principal shall be accessible on a reasonable basis during non-duty time to help manage school business.

Section 3. Salary. In consideration of an annual salary of \$_____ to be paid, and of the further agreements and considerations hereinafter stated, the Principal agrees to faithfully perform the duties of the Principal in and for the School District as prescribed by the laws of the State of Nebraska and by the rules and regulations promulgated by Board policy. Said annual salary shall be paid in equal installments in accordance with the policy of the Board governing payment of other professional staff employees of the School District. The Principal waives any reimbursement for accrued but unused vacation days.

Section 4. Fringe Benefits The Principal shall receive fringe benefits as follow:

Section 5. Duties. The Principal is hired for the position of K-12 principal. Duties are subject to assignment by and the supervision of the Superintendent of Schools. The Principal shall comply with Board policies. It is agreed that regular, dependable attendance is an essential function of this position.

Section 6. Professional Status. The Principal hereby affirms that she is not under contract with another school board or board of education within this state covering any part or all of the same terms provided in this Contract. The Principal further affirms that at the beginning of the term of this Contract, she holds or will hold a Nebraska certificate valid for the position of Principal, which is or will be in full force and effect for the full term of this Contract. Such certificate shall be registered in the office of McPherson County High School, Tryon, Nebraska.

Section 7. Evaluation. The Superintendent of Schools shall evaluate and assess in writing the performance of the Principal in accordance with Board policy. Each evaluation and assessment shall be reasonably objective and related to the position description of the Principal. In the event the Superintendent of Schools determines that the performance of the Principal is unsatisfactory in any respect, the Superintendent of Schools shall describe in writing in reasonable detail, indicating specific instances where appropriate, such unsatisfactory performance. The evaluation shall include recommendations as to areas of improvement in all instances where the Superintendent of Schools deems performance to be unsatisfactory. A copy of the written evaluation shall be delivered to the Principal and the Principal shall have the right to make a written reaction or response to the evaluation. Within thirty (30) days from delivery of each written evaluation to the Principal, the Superintendent of Schools shall meet with the Principal to discuss the evaluation.

Section 8. Discharge. During the term of this Contract, the Principal may be discharged if she materially breaches any provisions of this Contract, or performs any act which substantially inhibits the Principal's ability to discharge her duties as Principal, including, but not limited to: (a) becoming legally disqualified to serve as a Principal in the State of Nebraska, (b) incompetence, (c) neglect of duty, (d) unprofessional conduct, (e) insubordination, (f) immorality, (g) physical or mental incapacity, (h) participation in any fraud, (i) causing intentional damage to property, (j) conviction of a felony, or (k) other conduct which interferes substantially with the Principal's ability to continue duties. Cancellation, termination, or amendment under this contract shall be governed by applicable provisions of Nebraska statute.

Section 9. Entirety of Contract. The Principal certifies that she has read this Contract, fully understands the terms and conditions, and agrees that the foregoing Contract constitutes the entire agreement and that no representations, promises, agreements, or undertakings, written or oral, not herein contained shall be of any force or effect.

Executed this ____ day of _____, 20__.

Superintendent

Principal

Job Description of the Principal

AR-2210.1

The principal shall be responsible to and evaluated by the superintendent of schools, but shall cooperate and work with other administrators and school district employees while implementing the program of his or her school building. The job description of the principal shall include but not be limited to the following:

- (1) Keep the superintendent informed of the school's activities and programs.
- (2) Work with various members of the central administrative staff on school district problems of more than an in-school nature, such as transportation, special services, etc.
- (3) Establish and maintain an effective learning climate in the school.
- (4) Schedule classes and other programs within established board of education policies, administrative regulations and guides, and available school district resources to meet student needs.
- (5) Supervise the guidance program to enhance individual student education and development.
- (6) Maintain responsibility for updating courses of study, student handbooks, and course descriptions.
- (7) Establish guides for proper student conduct and for maintaining student discipline.
- (8) Initiate, design, and implement programs to meet specific needs of the school.
- (9) Establish and maintain favorable relationships with local community groups and individuals to foster understanding. Solicit support for overall school objectives and programs, to interpret board of education policies and administrative directives, and to discuss and resolve individual student problems. Serve as the public relations director within his or her school building.
- (10) Set up parent-teacher conferences and issue reports of student progress in his or her assigned school.
- (11) Maintain a record of all discipline cases.
- (12) Orient newly assigned school district employees and assist in their development, as appropriate.
- (13) Coordinate and supervise such support services as maintenance, security, food services, recreational programs, financial and accounting functions (activity account), library activities, etc. as applicable to the assigned school.
- (14) Set up a testing schedule for the year and maintain individual, class, and school building records of the testing program.
- (15) Recommend the promotion or retention of students within his or her assigned school after working with and consulting with students, parents, and teachers. For additional guidelines on student progress, promotion, and retention, refer to Policy 5210, Student Progress, Promotion, and Retention.
- (16) Implement and supervise the school's special education program as it pertains to the students within his or her assigned school.
- (17) Prepare or supervise the preparation of reports, records, lists, and all other paperwork required or appropriate to the school district's administration as it pertains to his or her assigned school.

- (18) Participate in faculty meetings, local administrative team meetings, and other meetings as are required or are appropriate.
- (19) Prepare and submit his or her school building's budgetary request and monitor the expenditure of funds.
- (20) Work with other school administrators in the coordination of the curricular program in his or her school building with the programs of other school buildings.
- (21) Coordinate and attend those school-sponsored activities and special events held to recognize the achievement of the students within his or her assigned school.
- (22) Cooperate with college and university officials regarding teacher training and preparation.
- (23) Conduct staff meetings to keep school district employees informed of policy changes, new programs, etc.
- (24) Keep informed of changes and developments in the profession by attending professional meetings, reading professional journals and other publications, and discussing problems of mutual interest with others in the field.
- (25) Prepare, maintain, and update the inventory of equipment, textbooks, and supplies. A copy of this inventory will be made and submitted to the office of the superintendent of schools in June of each year.
- (26) Prepare an annual written report for the superintendent covering the activities of the school year in his or her assigned school and make recommendations for the future. These recommendations should include building alterations, additions, new equipment, and improvements of the grounds.
- (27) Recommend the employment of all teachers assigned directly to his or her school, after consultation with the superintendent. Work with the superintendent in the selection or replacement of all certificated and classified employees assigned to his or her school.
- (28) Evaluate all classroom teachers and classified office personnel assigned directly to his or her school. Evaluate custodial personnel directly assigned to his or her school, but consult with the superintendent or custodial supervisor in performing such evaluation.
- (29) Deal with stressful situations.
- (30) Report to the superintendent of schools.
- (31) Perform such other tasks and duties as may be assigned.

Minimum Physical Activity

	SELDOM 0-10%	OCCASIONAL 11-35%	FREQUENT 36-65%	CONSTANT OVER 65%
Standing		X		
Walking			X	
Sitting			X	
Bending/ Stooping	X			
Reaching/ Pulling		X		
Climbing	X			
Driving	X			
Lifting 40# Max.	X			
Carrying 20 ft.		X		
Manual Dexterity Tasks ¹		X		

¹ Use telephone. Prefer some computer and typing skills.

Minimum Educational Preparation Requirements.

- (1) Master's Degree in educational administration, or equivalent.
- (2) Nebraska Administrative and Supervisory Certificate with endorsement in area of assignment, or equivalent.
- (3) Minimum of two years successful classroom teaching experience desirable.

Principal's Performance Appraisal Instrument

AR-2210.3

A regular and continuous program of performance evaluations of all administrative staff will be established and maintained. The purpose of these evaluations is to ensure a high quality of supervisory and administrative performance essential to advance the instructional program for students and to provide information to management and leadership personnel to assist in making personnel decisions.

During the probationary period, a principal will undergo a formal evaluation at least once each semester. These evaluations will occur in October and February. Upon being placed on tenure, the principal will be formally evaluated at least once each year. This evaluation will normally occur in January. Additional evaluations may occur if deemed pertinent by the superintendent of schools. Contract renewal will be presented to the board of education at the regular February board of education meeting.

The following evaluation form will be used, unless changes are mutually agreed upon by the principal and the superintendent.

Principal's Performance Standards Evaluation Form

Principal: _____ Position: _____ Date: _____

Ratings: (4) Exceeds Expectations
(3) Meets Expectations
(2) Needs Improvement
(1) Does Not Meet Expectations

A. Job Description.

1. Roles, responsibilities, duties of the position:

4	3	2	1	Performs as per district policy and procedures
4	3	2	1	Performs as per administrative directives and/or requests
4	3	2	1	Performs as per contract terms and commitments.

2. Qualifications for terms of employment

4	3	2	1	Meets requirements of State and school district.
4	3	2	1	Professional growths requirements.
4	3	2	1	Complies with professional practices promulgated by NDE.
4	3	2	1	Maintains appropriate, current certifications.

3. Evaluation requirements and timetable.

4	3	2	1	Performance complies with evaluative plans and deadlines.
---	---	---	---	---

B. Performance Dimensions and Standards.

1. Instructional Leadership.

1.1 Judgment:

4	3	2	1	Complies with school policy, administrative requests and directives.
4	3	2	1	Consistently applied to varied situations.
4	3	2	1	Is considered to be reasonable and prudent.
4	3	2	1	Is consistent with educational practices and community values.

1.2 Staff Evaluation:

4	3	2	1	Follows school policy and procedures regularly.
4	3	2	1	Concisely identifies staff members' strengths and weaknesses.
4	3	2	1	Prescribes prudent remediation plan for improvements.
4	3	2	1	Follows up with appropriate conferences and observations.
4	3	2	1	Achieves expected results and improved performances.

1.3 Curriculum Development:

4	3	2	1	Appropriate curriculum in proper sequence.
4	3	2	1	Curriculum consistent with K-12 sequence.
4	3	2	1	Objectives in each content area identified.
4	3	2	1	Instruction based on content objectives.
4	3	2	1	Annual assessment of curriculum instruction.
4	3	2	1	Program evaluation to determine effectiveness.
4	3	2	1	Curricular offerings based on student needs.

1.4 Staff Development:

4	3	2	1	Is perceived as the educational leader.
4	3	2	1	Gains trust, respect, and following of the staff.
4	3	2	1	Is purposeful and consistent with planned programs.
4	3	2	1	Program is consistent with school-wide initiatives.
4	3	2	1	Identifies and counsels staff with individual needs.

1.5 School Climate:

4	3	2	1	Provides for safe and effective learning environment.
4	3	2	1	Utilizes student, parent, and staff input.
4	3	2	1	School is seen as an inviting and safe place to the students.
4	3	2	1	Supervises the building in a proper manner.
4	3	2	1	Responds to instances of misbehaviors.

1.6 Facilitating Change:

4	3	2	1	Aware of educational research and implications.
4	3	2	1	Programs do not have to be “sick” to get better.
4	3	2	1	Assesses staff, student, and community needs.
4	3	2	1	Provides knowledge base and instruction to staff.
4	3	2	1	Demonstrates ability to re-energize staff and programs.

1.7 School Improvement:

4	3	2	1	Leadership exhibited within K-12 initiatives.
4	3	2	1	Identifies needs specific to the assigned program.
4	3	2	1	Delegates responsibility and authority to appropriate staff.
4	3	2	1	Provides appropriate level of assessment and evaluation.

2. Organizational Management.

2.1 Use of Human Resources:

4	3	2	1	Appropriate and effective staffing assignments.
4	3	2	1	Clear and effective communications to staff.
4	3	2	1	Fosters effective staff morale and building climate.
4	3	2	1	Achieves effective learning climate.

2.2 Completion of Duties:

4	3	2	1	Meets due dates for assigned duties and reports.
4	3	2	1	Provides documented assessments.
4	3	2	1	Follows through with goals and action plans.

2.3 Use of Facility Resources.

4	3	2	1	Schedules effective use of school facilities.
4	3	2	1	Supervises effective custodial and maintenance of school facilities.
4	3	2	1	Allows for required sharing of facilities.

2.4 Operation of Organization:

4	3	2	1	Staff performs effectively and smoothly.
4	3	2	1	Leadership exhibits authoritative control.
4	3	2	1	Decisions are firm, consistent, and timely.
4	3	2	1	Performs within policy and expectations.

2.5 Supervision of Organization:

4	3	2	1	Provides day-to-day supervision.
4	3	2	1	Achieves desired performance of staff.
4	3	2	1	Achieves effective and desired results.

2.6 Supervision Practices.

4	3	2	1	Available and accessible on a day-to-day basis.
4	3	2	1	Visible within building, halls, and classrooms.
4	3	2	1	Insists on appropriate staff supervision.
4	3	2	1	Makes firm and timely decisions.
4	3	2	1	Makes clear and effective evaluations.

3. School and Community Relations.

3.1 Relationships with Students:

4	3	2	1	Fosters positive student attitudes and respect.
4	3	2	1	Documents student conferences and decisions.
4	3	2	1	Gives firm, consistent, and timely decisions.

3.2 Relationships with Staff:

4	3	2	1	Fosters positive staff attitude and performances.
4	3	2	1	Gives firm, consistent, and timely decisions.
4	3	2	1	Gains respect and consistent following of the staff.
4	3	2	1	Provides follow-up supervision as necessary.
4	3	2	1	Provides proper school information effectively.
4	3	2	1	Seeks and considers staff evaluation of job performance.

3.3 Relationships with Parents and Patrons:

4	3	2	1	School information disseminated effectively.
4	3	2	1	Follow-through provided to minimize concerns.
4	3	2	1	Gives firm, consistent, and timely decisions.
4	3	2	1	Fosters positive parent and patron relationships.
4	3	2	1	Promotes the district to the community.
4	3	2	1	Gains positive community perceptions and relations.

3.4 Awareness of School Issues and Needs:

4	3	2	1	Exhibits awareness of various publics' perceptions.
4	3	2	1	Develops plans to meet school and student needs.
4	3	2	1	Makes timely responses to concerns and complaints.
4	3	2	1	Recommends appropriate policy and procedure needs.

3.5 Awareness of Community Needs:

4	3	2	1	Fosters positive community attitudes.
4	3	2	1	Develops plans to meet community needs.
4	3	2	1	Promotes school as a community service.

4. Personal Skills.

4.1 Written Communications:

4	3	2	1	Provides effective and concise message.
4	3	2	1	Exhibits proper form, structure, and word usage.
4	3	2	1	Provides for clear understanding of message.

4.2 Oral Communications:

4	3	2	1	Is effective with individuals and groups.
4	3	2	1	Is clear, concise, and appropriate with statements and message.
4	3	2	1	Provides a consistent message to various audiences.
4	3	2	1	Makes and emphasizes the point of the message.

4.3 Group Leadership:

4	3	2	1	Exhibits planned, organized leadership skills.
4	3	2	1	Gains planned and desired results.
4	3	2	1	Does not allow committee process to bog down.
4	3	2	1	Is perceived as a leader by various groups and committees.
4	3	2	1	Delegates responsibility when appropriate.

4.4 Decision-making:

4	3	2	1	Makes decisions as and when needed.
4	3	2	1	Makes decisions which are fair, timely, and consistent.
4	3	2	1	Makes decisions so as to gain appropriate results.
4	3	2	1	Does not avoid the "tough" decisions.
4	3	2	1	Assumes appropriate responsibility and accountability.

5. Personal Development:

5.1 Stress Tolerance:

4	3	2	1	Remains in control of personal conduct.
4	3	2	1	Maintains professional composure and attitude.
4	3	2	1	Plans for organized approach to problems.
4	3	2	1	Seeks advice of fellow administrators.

5.2 Personal Motivation:

4	3	2	1	Self-motivation is apparent.
4	3	2	1	Time necessary to perform the job is invested.
4	3	2	1	High expectations of self is apparent.
4	3	2	1	High standards promoted through leadership.
4	3	2	1	Suggestions for improvement sought.

5.3 Educational Values:

4	3	2	1	High standard for self is apparent.
4	3	2	1	Pursues reading of professional articles and journals.
4	3	2	1	Promotes education as a personal and community asset.

5.4 Range of Educational Experience:

4	3	2	1	Appropriate for job performance and responsibilities.
4	3	2	1	Appropriate to provide educational leadership.
4	3	2	1	Motivated to increase knowledge areas.
4	3	2	1	Aspires to improve staff's interest and knowledge.

Superintendent's Comments:

Assessment for school year: _____

Date of report: _____

Superintendent of Schools

Superintendent of Schools

Principal's Performance Improvement Plan

Principal: _____ Position: _____ Date: _____

Notice is given that improved administrative performance is deemed necessary for proper leadership of the school district's instructional program. The superintendent of schools and principal will review the plan and performance data during this and/or the next semester and/or school year. The superintendent will determine if satisfactory progress has been made in the listed area (criterion) of deficiency.

1. PERFORMANCE CRITERION:
2. GOAL CRITERIA:
3. OBJECTIVES: (List as necessary.)
 - a.
 - b.
 - c.
4. PROCEDURES: (Will apply to all listed objectives. List as necessary.)
 - a.
 - b.
 - c.
5. RESOURCES NEEDED: (List as necessary.)
 - a.
 - b.
 - c.
 - d.

TIMELINES, DUE DATES:

EVIDENCE OF COMPLETION, ASSESSMENT:

SUPERINTENDENT'S COMMENTS:

Plan Assigned:

Superintendent of Schools

Date

Principal

Date

If plan revised (Date-Initials): _____

If alternate revised (Date-Initials): _____

Plan completion - Superintendent Comments:

Superintendent of Schools

Date

Principal

Date

Administrative Summary of Principal's Evaluation

_____ - _____ School Year

To: Board of Education

Re: Evaluation of _____ Date: _____

- (1) Qualifications.
This position requires the individual to hold a Nebraska Administrative and Supervisory Certificate with appropriate grade-level endorsement.
- (2) Expectations and Functions of the Position.
The job description is provided in AR-2210.1, Job Description of the Principal. The _____ principal is responsible for providing instruction and educational leadership for his or her teachers, staff, and students. Additionally, the principal is to demonstrate ability to provide organizational management of the _____ school program and to provide a positive school/community relationship.
- (3) Development of Annual Goals.
All district administrators shall be asked to develop specific goals and action plans for future school years. It is intended that future evaluations will include a review of these goals. The goals may be specific for the individual and shall coordinate with those developed by and for the board of education and the superintendent of schools. Among others, the principal and the superintendent of schools may agree to the following:
 - (a) Improve accountability and instructional excellence of the school district's teaching staff through the evaluative process.
 - (b) Implement and coordinate staff development programs and in-service training for certified and classified personnel.
 - (c) Encourage staff to emphasize personal-community relationships and involvement.
- (4) Administrative Summary.
(Note: Specific evaluations of principals will only be submitted to the board of education if the principal is being recommended for continued employment).

Respectfully submitted,

_____, Superintendent of Schools

School Closing Information

AR-2405

If, due to inclement weather or some other condition, the superintendent of schools determines that the safety of the students would be endangered by attending school or it would be deemed appropriate not to have students attend school, the following local or area radio and television stations will be contacted and asked to relay this information to the employees, students, and patrons of this school district.

The primary stations for announcing school closing shall be:

Radio Station: _____

Television Station: _____

The school administration will also notify staff and parents by means of the school website, the Sycamore home page, and a mass e-mail.

When a decision is made to close school for the following day, the radio and television stations may be given the information for their evening news release.

When school is canceled or closed due to inclement weather, all extra-curricular activities will be canceled as well. Any decision to the contrary must have approval by the superintendent of schools.