

SECTION C: GENERAL SCHOOL ADMINISTRATION

Section C of the NEPN/NSBA classification system contains policies, regulations, and exhibits on school management, administrative organization, and school building and department administration – including the administrative aspect of special programs and systemwide reforms such as school- or site-based management. It also houses personnel policies on the superintendent, senior administrators (management team), and school principals. All phases of policy implementation – procedures or regulations – are properly located in this section.

- ✓CBA/CBC Qualifications/Powers and Responsibilities of Superintendent
- ✓CBA/CBC-R Superintendent Job Description
- ✓CBB Recruitment of Superintendent
- ✓CBD Superintendent's Contract
- ✓CBD-E Superintendent's Contract *No Dates*
- ✓CBE Superintendent's Salary, Compensation, and Benefits
- ✓CBFA-E Superintendent's Ethics *No Dates*
- ✓CBG Superintendent's Professional Development Opportunities
- ✓CBI Evaluation of Superintendent
- ✓CBIA Public Inspection of Superintendent's Evaluation

- ✓CCB Line and Staff Relations

- ✓CD Organization Charts

- ✓CF School Building Administration
- ✓CFBA Evaluations of Evaluators

- ✓CH Policy Implementation
- ✓CHB Board Review of Regulations (Also BGD)
- ✓CHD Administration in the Absence of Policy

- ✓CI Temporary Administrative Assignments

Qualifications/Powers and Responsibilities of Superintendent (Job Description)

TITLE:	Superintendent of Schools
REPORTS TO:	Board of Education
SUPERVISES:	Directly or indirectly all employees of the district.
JOB GOAL:	To provide leadership in developing and maintaining the best possible educational programs and services.

PERFORMANCE RESPONSIBILITIES

The superintendent of schools shall be responsible for the general management of the schools of the district under the requirements of the state and the policies of the Board. The superintendent is responsible for guiding the development of the educational objectives and programs of the school district to fulfill the educational needs of all students. The superintendent shall provide overall direction to the activities of the school district and its personnel toward the accomplishment of district goals, administer the policies of the Board, conserve the school district's assets and resources, and maintain and enhance the school district's standing in all its internal and external relationships.

The management responsibilities of the superintendent shall extend to all activities of the district, to all phases of the educational program and to all parts of the physical plant.

1. Operations. The superintendent shall:
 - a. Manage the work of all personnel in planning and program development, and direct all activities of the school district. The superintendent may delegate these responsibilities, together with appropriate authority, but he may not delegate nor relinquish his ultimate responsibility for results or any portion of his accountability.
 - b. Manage the development of long and short-range educational objectives for the improvement and growth of the school district and of educational activities in the school district.
 - c. Manage the development of the overall educational process and administrative procedures and controls necessary to the implementation of educational programs for the achievement of the educational objectives of the school district.
 - d. Manage the regular and systematic evaluation, analysis, and appraisal of the achievements of students and the performance of personnel in each of the educational programs or activities.

- e. Report to the Board the progress and status of the programs and activities of the school district
 - f. Inform the Board on all matters of major importance or significance to the activities, programs, and progress of the school district.
2. Personnel. The superintendent shall:
- a. Develop and recommend policies and programs for personnel recruitment, selection and employment; employee relations; employee benefits and services; employee safety; personnel evaluation; and salary administration for the school district.
 - b. Ensure the maintenance of an adequate staff of properly trained personnel throughout the school district
 - c. Recommend to the Board the selection, employment, assignment, transfer and suspension of all personnel. No vacancy will be filled without his recommendation.
 - d. Supervise assigned personnel and conduct periodic evaluations and appraisals of their performance.
 - e. Recommend salary increases and salary adjustments for all personnel.
 - f. Recommend such assignments, reassignments and transfers as in his professional judgment are necessary to secure the highest efficiency of the entire staff.
 - g. Issue circulars, bulletins, courses of study and other curricula material for the improvement of instruction.
 - h. In his role as principal, have the power to suspend from the privileges of the school any student found guilty of gross misconduct or continual insubordination to school organization or regulations. He shall have power to reinstate students suspended by him. He shall also have the power to expel students from school in accordance with law.
 - i. Appoint all faculty committees essential to the progress of the total educational program of the school. Such committees shall be responsible to him in performance or duties assigned.
 - j. Take all reasonable precautions to safeguard the health and general well-being of his staff and of the students in the school.
 - k. All directions from the Board to teachers, students and support staff personnel shall be communicated through the superintendent.

3. Finances. The superintendent shall:
 - a. Direct the development of the annual budget of the school district.
 - b. Review and recommend programs and supporting data for funds to be included in the annual budget of the school district.
 - c. Provide for the overall management of the school district's financial activities, and take appropriate action to assure that expenses are kept within the approved budgetary limits of the school district.
4. Finances. The superintendent shall:
 - a. Direct the development of the annual budget of the school district.
 - b. Review and recommend programs and supporting data for funds to be included in the annual budget of the school district.
 - c. Provide for the overall management of the school district's financial activities, and take appropriate- action to assure that expenses are kept within the approved budgetary limits of the school district
4. Relationships: The superintendent shall:
 - a. Act as executive officer for the Board.
 - b. Act as professional adviser to the Board.
 - c. Attend the meetings of the Board with the right to comment on all issues.
 - d. Prepare the agenda for all educational matters for all meetings of the Board.
 - e. Participate in the affairs of local, state, and national professional organizations.
 - f. Serve as a representative of the school system and the community at meetings on the local, state and national level.
 - g. Maintain a cooperative working relationship between the schools and the community and community agencies.
 - h. Establish and maintain such other relationships within and outside the school district as required to carry out his responsibilities.

Adopted July 17, 1978

File: CBA/CBC

LEGAL REF.: C.R.S. 22-9-1106

CROSS REF.: CF, School Building Administration

Prairie School District Weld Re-11J, New Raymer, Colorado

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Superintendent of School Job Description

- Title: Superintendent of School
- Qualifications: Master's Degree from an accredited teacher education program.
Appropriate credential or license issued by the Colorado Department of Education
Other specific qualifications as established by the Board of Education
- Reports to: Board of Education
- Job Goal: To provide leadership in developing and maintaining the best possible educational programs and services. To complete all tasks with a sense of pride and enthusiasm, and to work together with all district employees in a spirit of teamwork.
- Terms of Employment: Salary, benefits and length of contract as established by the Board of Education
- Evaluation: Performance of this job will be evaluated annually in accordance with provisions of Board policy.

Performance Responsibilities:

The superintendent of schools shall be responsible for the general management of the schools of the district under the requirements of the state and the policies of the Board. The superintendent is responsible for guiding the development of the educational objectives and programs of the school district to fulfill the educational needs of all students. The superintendent shall provide overall direction to the activities of the school district and its personnel toward the accomplishment of district goals, administer the policies of the Board, conserve the school district's assets and resources, and maintain and enhance the school district's standing in all its internal and external relationships.

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 - c. Manage the development of the overall educational process and administrative procedures and controls necessary to the implementation of educational programs for the achievement of the educational objectives of the school district.
 - d. Manage the regular and systematic evaluation, analysis, and appraisal of the achievements of students and the performance of personnel in each of the educational programs or activities.
 - e. Report to the Board on the progress and status of the programs and activities of the school district.
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 - e. Recommend salary increases and salary adjustments for all personnel.
 - f. Recommend such assignments, reassignments and transfers as in his professional judgement are necessary to secure the highest efficiency of the entire staff.
 - g. Issue circulars, bulletins, courses of study and other curricula material for the improvement of instruction.

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 - d. Prepare the agenda for all educational matters for all meetings of the Board
 - e. Participate in the affairs of local, state, and national professional organizations.
 - f. Serve as a representative of the school system and the community at meetings on the local, state, and national level.

- g. Maintain a cooperative working relationship between the schools and the community and community agencies.
- h. Establish and maintain such other relationships within and outside the school district as required to carry out his responsibilities.

Adopted: August 18, 1997

LEGAL REF.: C.R.S. 22-9-1106
CROSS REF.: CF, School Building Administration

Recruitment of Superintendent

The appointment of a superintendent is a function of the Board. The Board shall 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 shall rest with the Board after a thorough consideration of qualified applicants.

A vote of the majority of Board members present at a Board meeting for which due notice has been given of the intended action shall be required for the appointment of the superintendent.

Search Process

When the Board conducts a search for the position, the writing or revising of the job description, requirements for applicants, selection procedures and applicable deadlines shall be adopted at a public meeting.

Records submitted to the district by an applicant for an executive position shall remain confidential until the applicant becomes a finalist for the position if so requested in writing by the applicant when submitting the records.

A list of finalists being considered for the position shall be made public at least 14 days prior to the first interview conducted for the position.

When an applicant becomes a finalist, all records submitted by the applicant shall be available for public inspection except that letters of reference or medical, psychological and sociological data shall remain confidential.

An applicant shall become a finalist when he is chosen for an interview or when he still is being considered for the position 21 days prior to the Board's selection of a person to fill the position, whichever comes first. However, if there are six or fewer applicants competing for the position, all shall be considered finalists.

Adopted March 16, 1976

Revised September 16, 1996

File: CBB

LEGAL REFS.: C.R.S. 22-32-110 (1)(g)
C.R.S. 22-44-115 (4)
C.R.S. 24-6-402 (3.5)
C.R.S. 24-72-202 (1.3)
C.R.S. 24-72-204 (3)(a)

Superintendent's Contract

The superintendency is becoming more demanding as the superintendent's responsibilities become more complex. The Board realizes that it is therefore increasingly important to attract able persons to the superintendency by making the rewards of the position commensurate with its challenges. The Board further realizes that it is increasingly important to free the superintendent from the pressures of groups in the community by insuring his security from the threat of sudden and unjustified dismissal.

The Board, upon the selection of a candidate or upon reappointment of the incumbent superintendent, shall endeavor to secure the dignity of position and the freedom of leadership appropriate to the responsibilities of the superintendent through an explicit contractual agreement. Such contract shall meet the requirements of state law and shall protect the rights of both the Board and the superintendent.

Adopted July 17, 1977

LEGAL REFS.: Constitution of Colorado, Article X, Section 20 (4)(b)
C.R.S. 22-9-109
C.R.S. 22-32-110 (1)(g)
C.R.S. 22-44-115 (4)
C.R.S. 22-63-202 (2)
C.R.S. 24-72-204 (3)(a)(II)(B)

CROSS REF.: CFBA*, Evaluation of Evaluators

PRAIRIE SCHOOL DISTRICT WELD RE-11J
NEW RAYMER, COLORADO

Superintendent Employment Contract

This contract is made and entered into by and between the Board of Education of Prairie School District Re-11J, New Raymer, Colorado, (Board) and _____ (Superintendent).

WHEREAS, the Board is required and authorized by Colorado law to employ all personnel required to administer, maintain the operations of, and carry out the educational programs of the District; and

WHEREAS, the Board has reviewed the available qualifications of Superintendent and finds that the same meet the minimum requirements set forth by state law and Board policies for the capacity in which the Superintendent is being hired; and

WHEREAS, the Board at a meeting held on _____, has approved this contract.

NOW THEREFORE, in consideration of the preceding, the compensation set forth herein, the duties to be performed, and the mutual covenants contained herein, it is agreed as follows:

1. SALARY. The Board agrees to pay Superintendent a yearly salary at a rate of \$_____ per year for one year only. This contract will be paid over a period of twelve months at a rate of one twelfth per month.

2. DUTIES. Superintendent agrees to perform the services of superintendent for such days of the calendar year as designated from time to time by the Board, all in accordance with the requirements of the Board, the Board's policies and state laws. Superintendent will endeavor to fulfill and carry out Board policies and procedures and will perform all duties normally fulfilled by superintendents under Colorado law and practice. In particular, Superintendent will supervise and administer day-to-day operations at the District including instructional and related programs thereof.

3. TERM. The term of this contract shall be for a period of twelve months commencing _____, and ending _____.

4. DEDUCTIONS. The deductions required by law and Board policy shall be made by the Board from the monthly installments of the salary due Superintendent.

5. LAWS AND REGULATIONS. That notwithstanding the specifications of, or specific reference to, any law herein, this contract is subject to and includes all the laws of the Board in existence on the effective date of this contract and coming into existence thereafter. The Board shall provide policies, procedures, and regulations of the Board and Superintendent shall read, understand, and presume to know the contents thereof, and shall comply with the same during the period of this contract.

6. DAMAGES FOR BREACH. Superintendent agrees to pay damages to the Board, and the Board agrees to collect or withhold damages from compensation due or payable to Superintendent, with such damages being assessed against Superintendent from salary if Superintendent if Superintendent abandons, breaches, or otherwise refuses to perform services pursuant to this contract, unless Superintendent has given thirty (30) days written notice to the Board to the effect that he wishes to be relieved of this contract for the remainder of the academic year as of date certain, and providing further that such damages shall not exceed ordinary and necessary expenses of the Board to secure the services of a suitable replacement for Superintendent.

7. SICK LEAVE AND ANNUAL LEAVE. Superintendent shall be entitled to the same sick leave and benefits as teachers and subject to the same penalties for unauthorized leave. Superintendent will be given four weeks annual leave per year.

8. PHYSICAL EXAMINATION. The Board may require Superintendent to take a health examination pertaining to his fitness at any time, the cost of said examination to be borne by the Board, and the Board may terminate this contract if said examination reveals any type of health condition or conditions which may affect the efficiency or capacity of Superintendent or which endangers the health of other persons.

9. OTHER BENEFITS. The Board will provide housing. Superintendent accepts the residence as is and will maintain the same provided that Board will pay repair cost for plumbing, electrical, sewer, or structural repairs not resulting from negligence of Superintendent or occupants. Superintendent will pay for personal telephone in residence. Board will pay for Superintendent professional dues to join Colorado Association of School Executives.

IN WITNESS WHEREOF, the parties hereto have executed this contract to be effective as of the date first above written.

President, Board of Education

Superintendent

Vice President, Board of Education

Address

Secretary, Board of Education

City, State, Zip Code

Treasurer, Board of Education

Date

Director, Board of Education

Superintendent's Salary, Compensation, and Benefits

The Board of Education shall establish the salary, compensation, and benefits for the superintendent annually. These shall include, but not necessarily be limited to, the following.

1. Annual salary to be established by the Board of Education
2. Employee health and dental benefits fully paid for single coverage for 12 months, commencing July of each fiscal year.
3. Professional dues for membership in the Colorado Association of School Executives.
4. District housing provided utilities and rent free with the option of a rental agreement offset by the equivalent salary at a level to be established by the Board of Education.

Benefits:

1. Flexible leave per year of 10 days cumulative to a total of 40 days. Upon leaving the district, the superintendent will not be entitled to any compensation for unused flexible leave days.
2. Vacation leave per year of 20 days cumulative to a total of 60 days. Upon leaving the district, the superintendent will be entitled to compensation at the daily rate of pay (Item 1 above) for unused vacation days up to a maximum of 40 days.
3. A travel allowance to be established annually in the district budget for the purpose of attending conferences and seminars within the state of Colorado.
4. If the superintendent holds a vocational credential as a local director for vocational education, he/she shall be entitled to full family health and dental insurance coverage, or an annuity in lieu of family health and dental insurance coverage.
5. Use of the school car for school related business.

Adopted June 15, 1998

Superintendent's Ethics

According to the Colorado Revised Statutes 24-18-105, the following ethical principles for superintendents "are intended as guides to conduct and do not constitute violations as such of the public trust of office..."

1. A superintendent "should not acquire or hold an interest in any business or undertaking which he has reason to believe may be directly and substantially affected to its economic benefit by official action to be taken by an agency over which he has substantive authority."
2. A superintendent "should not, within six months following the termination of his office..., obtain employment in which he will take direct advantage, unavailable to others, of matters with which he was directly involved during his term of [office]. These matters include rules, other than rules of general application, which he actively helped to formulate and applications, claims or contested cases in the consideration of which he was an active participant."
3. A superintendent "should not perform an official act directly and substantially affecting a business or other undertaking to its economic detriment when he has a substantial financial interest in a competing firm or undertaking."

File: CBG

Superintendent's Professional Development Opportunities

The superintendent shall maintain professional competency by study, visiting other school districts, attending educational conferences and by other means as may be appropriate.

Adopted March 16, 1976

Evaluation of Superintendent

The Board shall devote time to a personnel evaluation of the superintendent at least once each school year.

Adopted March 16, 1976

LEGAL REFS.: C.R.S. 22-9-101 et seq. (Certificated Personnel Performance Evaluation Act)

CROSS REFS.: ADA, School District Goals and Objectives
BDFA*, District Personnel Performance Evaluation
Council
CBA/CBC, Qualifications/Powers and Responsibilities of
Superintendent
CBIA*, Public Inspection of Superintendent's Contract

File: CBIA*

Public Inspection of Superintendent's Evaluation

Those portions of the superintendent's written evaluation relating to his performance in fulfilling adopted district objectives, fiscal management of the district, district planning responsibilities and supervision and evaluation of district personnel shall be available for inspection by the public during regular office hours.

Current practice codified August 1993
Adopted: date of manual adoption

LEGAL REF.: C.R.S. 22-9-109

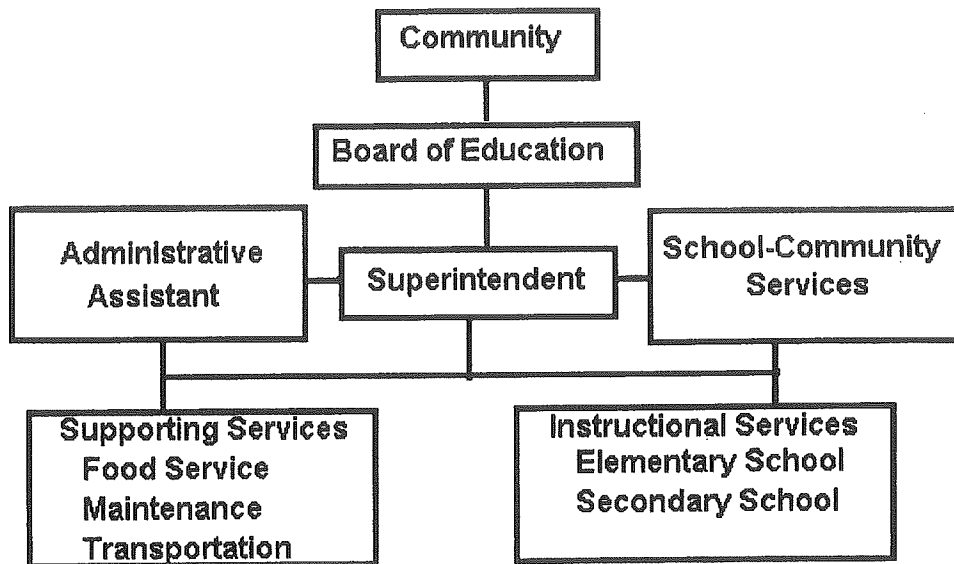
File: CCB

Line and Staff Relations

All personnel employed by the district shall be responsible to the Board through the superintendent.

Adopted March 16, 1976

Organization Chart



Adopted March 16, 1976

File: CF

School Building Administration

All building principals shall act as the chief administrative officers of their own buildings and grounds. They shall be responsible for and shall have authority over the actions of the students, certificated and noncertificated employees, visitors and nonprofessional persons hired to perform special tasks.

In the absence of a building principal, the superintendent shall assume all authority and duties of the principal.

Current practice codified August 1993

Adopted: date of manual adoption

LEGAL REF.: C.R.S. 22-32-126

CROSS REF.: CBA/CBC, Qualifications/Powers and Responsibilities of Superintendent

Evaluation of Evaluators

Provision shall be made for periodic evaluation of evaluators of professional staff to insure that the total process is being carried out in a fair, professional and credible manner.

All persons who evaluate professional staff members shall possess an administrative certificate issued by the Colorado Department of Education and shall have received education and training in evaluation skills approved by the department. Issuance or renewal of an administrative certificate requires that the applicant has received such approved education and training in evaluation skills.

Evaluation instruments for all professional staff administrators shall include a section dealing with their evaluation skills. The superintendent or his designee shall review all evaluations done by professional staff administrators and when necessary shall discuss with them procedure and form.

The superintendent's evaluation skills shall be part of his evaluation by the Board of Education.

As part of its ongoing review, the district personnel performance evaluation council shall seek evidence that evaluators are implementing the process in a fair, professional and credible manner and shall report its finding and recommendations to the Board of Education.

Current practice codified August 1993
Adopted: date of manual adoption

LEGAL REF.: C.R.S. 22-9-106 (4)

CROSS REF.: BDFA*, District Personnel Performance Evaluation
Council

Policy Implementation

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

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

Employees shall be responsible for informing their subordinates of existing policies and regulations and for seeing that they are implemented in the spirit intended. Disregard for Board policy and regulations may be interpreted as insubordination and/or willful neglect of duty.

Current practice codified 1993
Adopted: date of manual adoption

File: CHB (Also BGD)

Board Review of Regulations

The Board reserves the right to review regulations issued by the administration at its discretion, but it shall revise or veto such regulations only when, in the Board's judgment, they are inconsistent with policies and regulations adopted by the Board. The Board will be provided with copies of all districtwide regulations issued by the administration.

Regulations will be officially approved by the Board when this is required by state law or when strong community, staff or student attitudes make it advisable for the regulations to have Board approval.

Before issuance, regulations shall be properly titled and coded as appropriate to the policy codification system selected by the Board.

Current practice codified 1993
Adopted: date of manual adoption

CROSS REF.: BGA, Policy Development System

File: CHD

Administration in the Absence of Policy

In cases when action must be taken and the Board has provided no guides in policy for such action, the superintendent shall have the power to act.

His decisions, however, shall be subject to review by the Board at its next regular meeting. It shall be the duty of the superintendent to inform the Board promptly of such action and of the need for policy.

Current practice codified August 1993
Adopted: date of manual adoption

File: CI

Temporary Administrative Assignments

In the absence of the superintendent, the order of central administrative personnel responsible for making decisions requiring immediate attention shall be:

1. Administrative assistant
2. Personnel designated by superintendent

Adopted March 16, 1976