

## **ADMINISTRATION POLICY**

### **DISTRICT ORGANIZATION**

The Board of Education recognizes that the grouping of grades and services within the facilities of the district can assist the efficient operation of the district and help achieve a more effective instructional program.

The schools of this district shall be organized as follows:

Elementary school	grades kindergarten through fifth
Middle school	grades sixth through eighth
High school	grades ninth through twelfth

The Superintendent shall continually monitor the effectiveness of the district organizational plan and recommend to the Board such modifications in the plan, which are in the best interest of the students, make the best use of district resources, and serve the educational goals of the Board.

Modifications in the District organizational plan may be made by the Board upon the recommendation of the Superintendent.

The Superintendent is responsible for presenting the Board recommendations for changes in the organization of grades whenever new research, descriptions of best practices, or other circumstances warrant.

### **ORGANIZATIONAL CHART**

**INCLUDE HERE THE ORGANIZATIONAL CHART FOR YOUR SCHOOL DISTRICT**

### **BOARD/STAFF COMMUNICATION**

It is the desire of the Board of Education to maintain open communication between itself and its staff. Board members seeking clarification regarding the agenda may contact the Superintendent, Board President, and/or members of the Administration Center Team. Board Members are entitled to receive copies of existing documents in the possession of the school district except as prohibited by law. Requests for existing reports or documents will be made to the Superintendent and/or Board President. In the event Board Members are requesting the creation of new reports or documents, the Board member must inquire at a Board of Education meeting under Additional Business. Board Members will allow the Superintendent sufficient time to direct his/her staff to generate the documents. In the event of a situation requiring immediate attention, requests must be made through the President of the Board or the Superintendent.

### **EMPLOYMENT OF THE SUPERINTENDENT**

The Board of Education vests the primary responsibility for the administration of this District in the Superintendent of Schools. Appointment of a person to that office is one of the most important functions this Board can perform; whenever that office shall be vacant, the Board shall appoint a Superintendent of Schools and fix the salary and term of office.

The Superintendent so appointed shall devote his/her time, skill, labor, and attention to such employment during the term of his/her contract. He/She may undertake speaking engagements, writing, lecturing, or other professional duties and obligations within the time available beyond his/her ordinary duties, but is not to accept other employment or consultative status without prior approval of the Board.

The Board shall actively seek the best qualified and most capable candidate for the position of Superintendent. Recruitment procedures shall be prepared in advance of the search.

No person may be employed as Superintendent of this District who has not signed an employment contract with the Board or agreed to have a comprehensive medical examination once every year, the cost of which will be borne by the Board. The Board will consider the renewal of the Superintendent's contract during the month of February annually.

Any candidate's misstatement of fact material to qualifications for employment or the determination of salary shall be considered by this Board to constitute grounds for dismissal.

## **SUPERINTENDENT OF SCHOOLS**

The Superintendent of Schools shall strive to achieve the highest quality education possible for students by providing educational direction and supervision to the professional staff and supervision to the support staff and by acting as a suitable model for staff and students both in the school and outside the District.

In order to achieve the goals of his/her position, the Superintendent shall carry out the following functions:

### **A. Planning/Educational Leadership**

1. Proposes changes to existing policies or introduces new policies and provides vision and leadership for the changing needs of the District's curricular program.
2. Uses and encourages others to develop short and long-range plans, as well as engages in solving problems of an immediate nature.
3. Tailors programs and learning approaches to best meet the needs of the diverse student population served by the District.
4. Carefully plans programs recommended for approval to assure high quality service to students.
5. Ensures that students receive a broad and comprehensive learning experience through provision of a diverse array of excellent core academic offerings and quality co-curricular and enrichment programs.
6. Provides evaluative data on the achievement of District goals and objectives to insure an accurate analysis of District progress.
7. Provides information necessary to plan for the future of the District, as well as for the present.
8. Provides sufficient scrutiny of ongoing programs to promote a high level of quality for all programs.
9. Presents and interprets student achievement/assessment data to the Board and community as part of a planned process of curriculum/instruction evaluation and improvement.
10. Reports annually to the Board and public through a brief and factual summary of the significant events of the year.
11. Develops a short and long-term plan for the maintenance and upkeep of school facilities and plans for future facility needs.
12. Monitors and coordinates instructional programs between buildings and grade levels to ensure consistent curriculum throughout the District.

### **B. Budgeting/Finance**

1. Takes an active role in the development of salary schedules for all personnel and recommends to the Board.
2. Utilizes the budget as an effective vehicle for planning and decision making based on the District Strategic Plan.
3. Determines that funds are wisely spent and maintains adequate control using appropriate accounting procedures.
4. Invests District funds in a timely manner to achieve the highest rate of return consistent with legal requirements and Board guidelines.
5. Provides the Board with appropriate budget information to assist in determining District financial priorities.
6. Keeps the Board apprised of any significant variation in spending from the adopted budget.
7. Takes appropriate action to provide the community with a realistic appreciation of the financial condition of the District.
8. Evaluates financial needs and makes recommendations for adequate financing.
9. Seeks to promote alternative funding sources for District programs and projects, including grant awards, foundation support, gifts or material and labor from the community and/or business.

### **C. Relationship with Board**

1. Provide careful research and data as well as other background information to permit good planning and decision making.
2. Follow Board policy and directions in administering the day-to-day operations of the District.
3. Keep the Board informed on issues, needs, and operations of the school system in a timely manner.
4. Offer professional advice to the Board on items requiring Board action.
5. Support Board policy and action to the public and staff.

6. Remain impartial toward the members of the Board, treating each alike and refraining from criticism thereof.
7. Seek and maintain a positive working relationship with the Board as a body as well as with individual members.
8. Bases his/her positions on principle and maintains his/her position without regard to popularity until an official position of the Board has been reached.

D. Personnel Relationships

1. Utilizes the abilities and talents of the professional staff in appropriate areas of District operation.
2. Makes recommendations for employment or promotion of personnel insuring that persons recommended for employment meet all qualifications established by law and by the Board for the position for which the recommendation is made.
3. Expects high standards of achievement from the Administration Center Staff.
4. Implements a planned program of individual staff evaluation and improvement.
5. Provides staff development opportunities for employees (professional and support staff) designed to enhance performance.
6. Inspires others to highest professional standards.
7. Maintains liaison between the Board and personnel, working toward a high degree of understanding and respect between the Board and the staff.
8. Encourages participation of appropriate staff members and groups in planning, procedures, and policy interpretation/implementation.
9. Evaluates performance of staff members, giving commendations for good work, as well as constructive suggestions for improvement.
10. Treats all personnel fairly without favoritism or discrimination while insisting on performance of duties.
11. Delegates authority to staff members appropriate to the position each holds.
12. Develops and executes sound personnel procedures and practices.
13. Develops good staff morale and loyalty to the District.
14. Acts as chief negotiator for the Board of Education under the Michigan Public Employment Relations Acts, or recommends to the Board the delegation of this authority to the appropriate administrative staff member(s); Recommends a team of negotiators for the Board.
15. Takes action to employ or recommend to the Board the employment of legal counsel as required for the best interest of the District under the Michigan Labor Relations Acts.
16. Visits buildings on a regular basis; is visible throughout the District.

E. Community Relationships

1. Gains respect and support of the community on the conduct of the school operation.
2. Solicits and attends to problems and opinions of all groups and individuals.
3. Develops friendly and cooperative relationships with the news media.
4. Maintains communication with the public by being reachable upon request without fear of rejection.
5. Achieves status as a community leader in public education.
6. Involves the community in developing and implementing the Strategic Plans for the District.
7. Encourages community involvement in the schools and provides a mechanism for two-way communication with various groups.
8. Implements new or modifies school programs as adopted by the Board.
9. Participates actively in community life and affairs.
10. Works effectively with public and private agencies.

F. Personal Qualities

1. Performs job responsibilities in an enthusiastic, professional and positive manner and handles conflict constructively and praise humbly.
2. Maintains high standards of ethics, honesty, and integrity in all matters.
3. Earns respect and standing among professional colleagues.
4. Devotes time and energy effectively to the job.
5. Demonstrates ability to work well with individuals and groups.
6. Exercises good judgment in arriving at decisions.
7. Maintains poise and emotional stability in the full range of professional activities.
8. Effectively presents oral and written communications.

9. Speaks well in front of large or small groups and expresses ideas in a logical and forthright manner.
10. Thinks well on his/her feet when faced with an unexpected or disturbing turn of events in a group meeting.
11. Maintains professional development by reading, course work, conference attendance, work on professional committees, visits with other Districts and Superintendents.
12. Listens carefully and takes time to fully understand needs and concerns and reacts appropriately.
13. Is genuinely concerned about the growth and well being of students and projects that attitude.

### **EVALUATION OF THE SUPERINTENDENT**

The Board of Education will evaluate the performance of the Superintendent in order to assist both the Board and the Superintendent, in the proper discharge of their responsibilities and to enable the Board to provide the District with the best possible leadership.

The objectives of the Board's evaluation shall be to promote professional excellence and improve the skills of the Superintendent, improve the quality of education received by the students of this District, and provide a basis for the review of the Superintendent's performance.

The Superintendent shall be evaluated annually by the Board, which may choose to be assisted or advised in this process by a consultant. The evaluation of the Superintendent shall be based upon the Superintendent's job description and Board adopted evaluation instrument and shall relate directly to each of the tasks described therein. Each criterion shall be brief and shall focus on a major function of the position, be based, where possible, on observable information rather than on factors requiring subjective judgment, and be written in the same format.

Maintenance of the evaluation criteria shall be the responsibility of the Board. Evaluation criteria shall be reviewed as necessary and as requested by the Superintendent but not less than annually and upon any revision of the Superintendent's job description. Any proposed revision of the evaluation criteria shall be provided to the Superintendent for his/her comments before its adoption, and a copy of the adopted revision shall be provided the Superintendent within ten working days of its adoption.

Elements of the process for the annual evaluation of the Superintendent include the following:

1. Review of Board Policy regarding the Evaluation of the Superintendent.
2. Review of Board Policy regarding the Superintendent of Schools Job Description.
3. Documentation by the Board of Education of the Superintendent's performance based upon criteria mutually agreed upon by the Board and the Superintendent.

Calendar of activities for the process is as follows:

1. In January of each year the Board of Education will meet with the Superintendent in closed session per the request of the Superintendent to review Board Policies, and the status of the Superintendent's objectives established by the Board and the Superintendent at the end of the prior school year (June). Any changes in Board Policies will be considered for the start of the new fiscal year. Should the Board or Superintendent desire to meet and address concerns associated with the performance of the Superintendent at any other times throughout the year, the President of the Board will meet with the Superintendent to establish appropriate dates and times for a meeting. Changes in evaluation objectives required by changing circumstances may be considered at this time.
2. In May of each year the Board President will provide each member of the Board a copy of the evaluation criteria for the Superintendent's evaluation. In addition, each member will receive a copy of the Superintendent's self-evaluation of performance based upon objectives identified by the Board and the Superintendent at the beginning of the fiscal year.
3. Board members will use the criteria in the evaluation document to assess the Superintendent's performance. Board members will document performance above and below the effective range so that they could be discussed with the full Board and the Superintendent at a closed session per the Superintendent's request, in May/June prior to the final evaluation document being prepared by the Board President and presented to the Superintendent in a public meeting.

Evaluation Criteria: The criteria consist of six areas as follows:

1. Planning/Educational Leadership

2. Budgeting/Finance
3. Relationship with Board
4. Personnel Relationships
5. Community Relationships
6. Personal Qualities

Each area is further delineated by a subset of descriptors which helps clarify the meaning of areas of responsibility.

In order to facilitate the performance appraisal, the Superintendent will provide a self-assessment for each area. Members of the Board will then have an opportunity to review the information prior to providing their assessment of the Superintendent's performance.

Subsequently, Board members are to present their assessment of the Superintendent to the President of the Board who will complete a draft for discussion with the Board and the Superintendent. The time, date and place for the meeting will be arranged by the Board President and the Superintendent.

### **DISTRICT CREDIT CARDS**

The Superintendent/Designee shall be responsible for the issuance, accounting, monitoring, retrieval, internal controls and generally overseeing the use of district credit cards for Board Members and employees.

#### **Issuance**

A Board member may be issued a district credit card for actual and necessary expenses incurred as a result of attendance at board-approved workshops, seminars, conferences, or conventions. The use of the credit card must be in compliance with the Revised School Code, as amended. Presently, members of the Board of Education are not issued District credit cards.

District employees maybe issued a district credit card that shall be used solely for the purchase of goods and/or services needed for official business of the district.

#### **Documentation**

When a Board member or employee uses a district credit card, documentation shall be provided the Superintendent/Designee detailing the goods or services purchased, cost of such goods or services, the date of purchase, and the purpose for which such goods or services were purchased.

#### **Lost Credit Cards**

Each Board member or employee issued a credit card is responsible for the protection and custody of the district credit card. If a district credit card is lost or stolen, the Superintendent/Designee shall be notified immediately

#### **Return of Credit Cards**

A Board member who leaves the Board or a District employee who is no longer employed by the District shall return the credit card upon termination to the Superintendent/Designee, prior to leaving office or the district.

#### **Payment**

The Board shall approve all District credit card invoices prior to payment. Such payments shall be made no later than 60 days after receipt of the initial statement date.

#### **Misuse and Unauthorized Use**

A Board member who violates a provision of this policy shall have his/her use of that card revoked by the Board. An employee who violates a provision of this policy shall be subject to disciplinary action as determined by the Superintendent.

If the Superintendent violates a provision of this policy, he/she shall be subject to disciplinary action as determined by the Board.

The following regulation governs the use of District credit cards. The Superintendent delegates the responsibility for the administration of credit cards to the Assistant Superintendent for Business Affairs.

1. The Superintendent/Designee shall establish a system of internal accounting controls to monitor the use of District credit cards.
2. The total combined authorized credit limit of all District credit cards issued must not exceed five (5) % of the total budget of the District for the current fiscal year.
3. The Assistant Superintendent for Business Affairs may develop, through operating procedures, categories of the types of purchases made by district employees.

### **JOB DESCRIPTIONS**

Proper management of the School District dictates the need for a job description for each job title approved by the Board. The Board shall adopt the job descriptions for the position of Superintendent and other officers who report to the Board. Such job descriptions shall be contained and maintained as policies of the Board. The Superintendent shall be responsible for the preparation of job descriptions for all other positions of employment created by the Board. Such job descriptions shall be maintained separately.

Job descriptions shall be based upon the goals developed by the Board and, as appropriate to the position, on program objectives as well. Each job description shall specify the function, duties, and responsibilities of the position; the extent and limits of the position holder's authority; and the work relationship between the position holder and other employees of the District.

#### **Assistant Superintendent for Business Affairs**

The Board of Education establishes the position of Assistant Superintendent for Business Affairs and authorizes the Superintendent to delegate such authority as he/she shall consider appropriate to the position. The Assistant Superintendent for Business Affairs shall perform the duties hereinafter enumerated and such other duties as the Board or Superintendent shall require.

The Assistant Superintendent for Business Affairs shall in his/her role as:

- A. Administrator: Have the authority and responsibility for the administration of all matters under his/her supervision and the full authority to make all decisions in these areas including, but not limited to, buildings and grounds, transportation, school lunch program, inventory control, and supervision of all non-teaching employees engaged in these activities.
- B. Financial Officer: Be responsible for those financial areas for which the Superintendent has delegated authority and responsibility in accordance with the policies of the Board.
- C. Personnel Administrator: Have authority for the administration of all phases of the duties of non-teaching and non-supervisory personnel under his/her jurisdiction which are not otherwise covered by the terms of a negotiated agreement with the Board.
- D. Buildings and Grounds: Have full responsibility and authority for all phases of District buildings and grounds including, but not limited to, operation and maintenance, construction modifications and additions, employee requirements for performance, and purpose and permission to use.
- E. Food Services: Have full responsibility and authority for the food service program including, but not limited to, operations and service, cafeteria income, food stuffs purchase, cafeteria supplies and equipment purchase, State and Federal aid, State and Federal food aid, and employee requirements for performance.
- F. Inventory Control: Have full responsibility and authority for the District program of inventory control including, but not limited to, capital and fixed assets accounting and supplies and materials accounting.
- G. Transportation: Have full responsibility and authority for handling all business aspects of transportation services.

#### **Assistant Superintendent for Business**

In order to achieve the goals of this position, the Assistant Superintendent for Business will administer all policies governing the financial matters of the district, plant maintenance, purchasing, student enrollment, human resources, transportation, and cafeteria operations.

Performance responsibilities include the following:

1. Reviews and recommends Board policies and administrative procedures related to budgeting, accounting, elections, student enrollment, maintenance, operations, investments, purchasing,

- payroll, transportation, and cafeteria, and assures compliance with accounting regulations established by the State and the financial integrity of the District.
2. Supervises development of the annual operational budget and financial management plan for the district and provides necessary reports to the staff and the Board to facilitate sound financial management and control of financial resources.
  3. Supervises the following areas:
    - a. Purchase of operating supplies and equipment for the district and system of storage, distribution and inventory.
    - b. Building and grounds maintenance program.
    - c. Transportation services
    - d. School elections
    - e. Student enrollment
    - f. School Lunch Program
    - g. Maintenance of financial records reflecting all revenues and expenditures.
    - h. Preparation of a monthly certified list of purchases to be credited and paid by the Board of Education
    - i. Mail Room
    - j. Human Resources
  4. Administers the district property insurance program.
  5. Supervises a system of property inventory for the district and provides reports to insurance carriers.
  6. Participates in labor contract negotiations as the chief negotiator and provides pertinent financial data.
  7. Serves as Freedom of Information (FOIA) Officer for the District.
  8. Attends meetings of the Board of Education.
  9. Participates as a permanent member of the Superintendent's Cabinet.
  10. Performs other duties as assigned by the Superintendent of Schools.

#### **Assistant Superintendent for Instruction**

The Assistant Superintendent for Instruction is responsible for the total instructional program of the District from kindergarten through grade 12. He/She shall be directly responsible to the Superintendent who shall delegate the necessary authority and responsibility for the performance of the duties of the position. The means by which the instructional program is provided to the pupils of the District shall be the responsibility of the respective department heads, assistant principals, and principals who shall be the supervisors of instruction.

The Assistant Superintendent for Instruction is responsible for providing professional educational advice in the following areas:

- District curriculum policy planning, development, and revision.
- Implementation and evaluation of the total District and individuals school curricula.
- Selection and growth of teaching personnel.
- Establishment and supervision of the District advisory councils.

The duties and responsibilities of the Assistant Superintendent for Instruction with regard to the following areas shall be as follows:

A. District Curriculum Policy Planning: Advise and suggest plans for new and improved regular and summer programs and policies giving consideration to nationwide trends which he/she has collected and analyzed.

B. Curriculum Implementation and Evaluation: Be responsible for the implementation of curriculum programs and the selection of related resource materials, and for the evaluation and improvement of the curriculum with full consideration to the proposals generated at faculty and administrator committee meetings.

C. Selection and Growth of Teaching Personnel: Assist the Superintendent and principals in the selection of teaching personnel, be responsible for the design and coordination of in-service education programs for teaching personnel, and design and promote professional growth by providing books and

materials and by suggesting visitations and other experiences that will contribute to the professional growth of the staff.

In order to achieve the goals of this position, the Assistant Superintendent for Instruction will promote a quality instructional program for all students in the (School District).

Performance responsibilities include the following:

1. Provide Pre-K through Adult Education leadership for the planning, evaluation, and implementation of curriculum and programs in the District.
2. Assists the Superintendent in the preparation of the district-wide budget for instructional areas.
3. Serves as resource to the Superintendent at Board of Education meetings.
4. Implements contractual requirements for the supervision and evaluation of instructional personnel.
5. Develops and implements a schedule of formal and informal monitoring visits to schools to maintain close contact with the educational process.
6. Oversees the budget for instructional materials and equipment.
7. Serves as a member of the Board of Education's negotiating team, as needed.
8. Prepares an annual report on Pre-L/Adult Education instruction.
9. Oversees the development and operation of all summer programs.
10. Supervises and evaluates the performance of K-12 principals and the directors under his/her supervision.
11. Recommends needed additions or changes in professional staff to the Superintendent.
12. Participates in staff selection processes.
13. Participates as a permanent member of the Superintendent's Cabinet.
14. Oversees the development, implementation, and participation in professional development.
15. Acts on behalf of the Superintendent in his/her absence when assigned.
16. Supports the Superintendent in his/her overall administrative efforts; interprets his/her ideas and decisions to staff and public; keeps him/her informed of pertinent department developments and events; and seeks his/her counsel on decisions as necessary.
17. Reviews and approves all requests for professional conference attendance.
18. Supervises the review and implementation of Board Policies regarding Instruction and Students.
19. Oversees the preparation of staff bulletins, manuals, curriculum guides, and other materials as directed by the Superintendent.
20. Remains knowledgeable about private, state, and federal aid to education programs.
21. Acts as a liaison between the School District and:
  - a. State Department of Education
  - b. Intermediate School District
  - c. Appropriate private and university centers
  - d. Consultants to division of instruction
22. Performs other duties as assigned by the Superintendent.