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DISTRICT ORGANIZATION

I. 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.

II. It shall be the responsibility of the Superintendent to determine the need for and define operational requirements sufficient to ensure the smooth functioning of the District, continually monitor the effectiveness of the District organizational plan and recommend to the Board modifications in the plan, which are in the best interests of the students, make wisest use of District resources, and serve the educational goals of the Board.

III. The Superintendent shall be the chief executive officer of the School District. The Superintendent shall define and recommend those administrative positions required to implement the educational system and program of learning established by the Board. In each case, the Board shall approve written job descriptions for each position in compliance with state and federal laws and regulations.

IV. Responsibility shall flow clearly from the Superintendent through the administrative staff to the professional and support staff.

Cross reference:
Bylaw 0120 – Powers and Philosophy
Board Policy 1210 – Board-Superintendent Relationship
Board Policy 1230 – Responsibilities of the Superintendent
Board Policy 1230.02 – Administrative Council

Adopted: 6/18/01
Revised: 8/30/10
ASSESSMENT OF DISTRICT GOALS

I. One of the major functions of the Board of Education is to work with the Administrative Council to establish the goals by which the District can accomplish its mission of educating all children to reach their greatest potential.

II. The Board shall also provide time for the Board and the Administrative Council to assess the progress of the District and the achievement of District goals.

Legal reference:
Sections 118.01, 118.13, 120.13, 120.44, 121.02(1), Wis. Stats

Cross reference:
Bylaw 0120 – Powers and Philosophy
Board Policy 2700 – Reporting to the Annual Performance Disclosure Reports
Board Policy 2105 – Mission and Philosophy of the District

Adopted: 6/18/01
Revised: 8/30/10
BOARD OF EDUCATION – SUPERINTENDENT RELATIONSHIP

I. The Board of Education accepts its primary duty to establish policies and delegates to the Superintendent the responsibility to administer such policies.

II. The Superintendent is the primary professional advisor to the Board, responsible for the development, supervision, and operation of the District's programs and facilities.

III. The Superintendent shall attend all meetings of the Board.

IV. The Board is responsible for assessing the success of the Superintendent in achieving the leadership priorities as established by the Board and Superintendent through the annual evaluations of the Superintendent's performance.

Legal reference:
Sections 120.13, 120.44, Wis. Stats.

Cross reference:
Bylaw 0120 – Powers and Philosophy
Bylaw 0130 – Functions
Bylaw 0140 – Membership
Bylaw 0150 – Organization
Board Policy 1230.01 – Development of Administrative Guidelines
Board Policy 1240 – Evaluation of the Superintendent

Adopted: 6/18/01
Revised: 8/30/10
EMployment of the Superintendent

I. The Board of Education vests the primary responsibility for administration of this District in the Superintendent of Schools. Therefore, the employment of the Superintendent is one of the most important functions of the Board.

II. Whenever the position of Superintendent becomes vacant, the Board shall employ a Superintendent of Schools as chief executive officer and establish the salary and term of office. The decision shall be made at a legally held special or regular meeting of the Board. A majority vote of the full membership of the Board shall be required. Employment shall also be conditioned on a criminal background check.

III. The Board shall actively seek and consider only those candidates who meet both state and District qualifications and who display the ability to successfully perform the essential functions of the Superintendent’s position as outlined in the written Board approved job description. The Board will establish the criteria, the selection process, the posting notices, and timeline.

Legal reference:
Sections 111.31-111.395, 118.19(9), 118.24, 118.25, 121.02(1)(a), Wis. Stats.
PI 8.01(2)(a), 34.32, Wis. Adm. Code
Americans with Disabilities Act of 1990
Section 504 of the Rehabilitation Act
Board Policy 1210 – Board-Superintendent Relationship
Board Policy 1240 – Evaluation of the Superintendent
Board Policy 1400 – Job Descriptions
Board Policy 3121 – Background Check
Board Policy 3122 – Statement of Non-Discriminatory Practice
Board Policy 8310 – Public Records

Adopted: 6/18/01
Revised: 8/30/10
RESPONSIBILITIES OF THE SUPERINTENDENT

I. Position description

A. The official title of the position is Superintendent of Schools

B. The Superintendent must meet all of the following qualifications:

   1. Valid State of Wisconsin 04 District Administrator license (or evidence of eligibility to hold proper certification)
   2. Master’s degree from an accredited institution; a doctorate of education or a doctorate of philosophy is desired
   3. At least three years of experience as a school administrator
   4. Established as an educational leader in the profession, and must show growth and development as an educator
   5. Must meet any additional qualifications established by the Board

C. The Superintendent will report to the Board of Education

D. The Superintendent supervises all administrative personnel directly and is responsible for maintaining an effective supervisory program for all District employees

E. The Superintendent shall provide the educational leadership for the improvement of the total program of the school district. The Superintendent may delegate responsibility and authority for the operation of the various functions of the District to members of the staff. The Superintendent is directly responsible to the Board for all functions of the District including evaluation, planning, reporting, personnel, coordination, and Board policies.

II. Job responsibilities

A. Board relations and management

   1. The Superintendent shall be responsible to the Board of Education for the administration of all schools in the District. He/she shall administer the schools in conformity with the adopted policies of the Board and the rules and
regulations of the Department of Public Instruction and in accordance with state and federal law.

2. The Superintendent shall contribute to sound Board decisions and policies by developing recommendations and supporting information. He/she shall:

a. Present reports to the Board in a timely manner, thereby providing for appropriate review prior to formal discussion

b. Attend all Board and committee meetings. He/she shall be entitled to and, in the work of the Board or its committee, shall exercise all the powers and perform all the duties of membership on the Board except that of voting or signing documents.

c. Assist the Board in its formulation of school policies, plans, and programs, and by preparation of facts and explanations, assist the Board in its duty in enacting legislation for the conduct of the schools.

d. Maintain continuing studies of the challenges facing the schools and keep the Board informed of the results of these studies, offering recommendations as appropriate.

e. Keep the Board informed on the issues, needs, and operation of the District.

f. Offer professional advice to the Board on items requiring Board action with appropriate recommendations based on thorough study and analysis.

g. Provide the Board with adequate time to review background materials prior to making decisions.

h. Interpret and execute the intent of Board policy.

i. Recommend to the Board policy revisions and additions.

j. Support Board policy and action to the public and staff.

k. Have a harmonious working relationship with the Board and shall be responsive to requests from the Board.
B. Policy and administrative guideline administration – the Superintendent shall provide for operating efficiency through the development of an appropriate organizational structure that is capable of meeting instructional and organizational goals. He/she shall:

1. Serve as chief executive officer of the District. As such, he/she shall have complete administrative responsibility for the District and he/she shall be responsible for the efficient operation of the District.

2. Make necessary rules and regulations and provide instruction and direction to employees for the effective operation of the District to serve the educational needs of all students. As such, act on his/her own discretion to take any necessary action and report such action to the Board.

3. Have authority over and exercise general supervision of the policies and management of individual schools or other administrative units of the instructional program.

4. The Superintendent shall successfully implement Board policies.

5. See that all state and federal laws and regulations governing the schools are effectively carried out and that the laws and regulations are enforced.

6. Report to the Board at his/her discretion, or at its request, upon the administrative policies and plans by which he/she directs the management of matters over which the Board has granted his/her broad discretionary powers including, especially, the essential features of personnel management and the control of internal policies.

7. Promptly investigate, or cause to be investigated, and report to the Board any evidence that may come to his/her attention of any infringement of the legal rights of the District or a situation involving the legal responsibility of the District.

C. District goals – the Superintendent will involve the Board and Administrative Council in an ongoing strategic thinking and doing process that positions the District appropriately to meet the future needs of students. He/she shall:

1. Conduct annual updates that include a review of the District’s mission statement, beliefs, strategies, and objectives to be certain that they continue to
represent the current thinking of the Board of Education, staff, students, parents, and community.

2. Provided direction and leadership towards meeting the annual goals established by the Board.

D. Business and fiscal management

1. Make recommendations, in partnership with the Director of Business Services, to the Board in preparation of the budget for the ensuing year. He/she shall have notices advertised according to law and shall be present to explain the budget at the budget hearing.

2. Direct the administration of the adopted budget of the Board. He/she shall act at all times in accordance with legal requirements, the adopted policies, schedules, procedures, and accounting techniques and other business, financial, or administrative controls established by the Board.

E. Personnel

1. The Superintendent shall provide for satisfactory subordinate performance by developing key people and involving staff in the operation of the District. He/she shall:

   a. Exercise general supervision over all employees of the District. He/she shall nominate, assign, alter assignments, transfer and recommend for employment, promotion, or dismissal, all professional employees of the Board except him/herself; employ all other school employees to fill positions established in the District’s schools by the Board; and suspend any employee in accordance with Board policy and the collective bargaining agreement and report such suspension to the Board at its next meeting with recommendation for further action.

   b. Develop, maintain, and operate a suitable program of staff improvement through training in connection with service to the District, and for this he/she, within the limits of the budget, shall employ lecturers, grant temporary leaves from work, and develop professional library facilities as needed.
2. Complete evaluations for the personnel that report directly to him/her and review the evaluation of all other teaching personnel and support staff of the District.

3. Provide leadership in the collaborative bargaining process with the three labor unions.

4. Provide leadership in the scheduling and facilitating of meetings with the teacher union leadership.

F. School-community relationships – the Superintendent shall provide for favorable community support of the District by directing a public relations program and by serving as spokesperson for the District. He/she shall:

1. Represent the schools before the public and maintain, both within and outside the schools, a program of publicity and public contacts designed to improve understanding and morale with the schools.

2. Keep the public informed, directly and through the Administrative Council, of the activities, successes, and needs of the schools.

3. Work closely with the local newspaper and use other types of public information so that the citizens of the District may have a fair and impartial view of the educational and service programs of the District.

G. Educational leadership

1. The status of the Superintendent shall be foremost that of an educator responsible to the Board for the development and maintenance of high student success. The Superintendent shall consult with the Board and recommend major changes in the curriculum of the schools.

2. The Superintendent and his/her designee shall assure achievement of instructional goals and effective student learning by providing leadership in educational program development and implementation. He/she shall:

   a. Be responsible for the development and effective operation of such curricula, special courses, and activities needed to provide a complete and adequate system of instruction and physical care for all students attending the schools and maintain this program in keeping with the
needs of the community and with the best current developments in education.

b. Coordinate the collection of all information required to adequately assess the needs of the community, plan programs to meet those needs, evaluate those programs, and meet the requirements of local, state, and federal regulations for reporting demographic, census, and fiscal data.

3. The Superintendent shall establish a positive climate in the District by providing visible and effective leadership and exhibiting good personal example. He/she shall:

a. Provide leadership to the schools wherein the educational needs of the community are translated to appropriate educational programs which are planned, implemented, and evaluated. The organization of this office ensure coordination of policies, rules, regulations, statistical data, and staff/community input to best achieve the goals of the community it serves.

b. Maintains high standards of ethics, honesty, and integrity in all personal and professional matters.

c. Demonstrates his/her ability to work well with individuals and groups.

d. Provide training programs and professional development to District staff, Administrative Council, School Board members, parents, and the community.

H. Other responsibilities

1. Maintain his/her professional development through reading, course work, conference attendance, work on professional committees, etc. (The Board shall reimburse the Superintendent for expenses incurred in such activities, in accordance with Board policy.)

2. Perform such other duties and exercise such other authority as may be required or assigned him/her by law or by the Board.

Legal reference:
Sections 118.24, 120.13(1)(b), 121.02(1)(a) and (q), Wis. Stats.
PI 8.01(2)(q), 34.32, Wis. Adm. Code
Americans with Disabilities Act of 1990
Cross reference:
Board Policy 1100 – District Organization
Board Policy 1210 – Board-Superintendent Relationship
Board Policy 1230.01 – Development of Administrative Guidelines
Board Policy 1240 – Evaluation of the Superintendent

Adopted: 6/18/01
Revised: 8/30/10
DEVELOPMENT OF ADMINISTRATIVE GUIDELINES

I. The Board of Education delegates to the Superintendent the function of designing and implementing Administrative Guidelines, which include required actions and detailed arrangements under which the District will operate based on Board policy. Therefore, these administrative guidelines shall be consistent with the policies adopted by the Board and applicable legal requirements.

II. The Board will approve Administrative Guidelines and rules where required by law, and when the Administrative Council recommends Board action, and at Board request.

III. The Superintendent may issue Administrative Guidelines as necessary for the effective administration of the schools, which will be considered to be an extension of the policy manual and binding upon all employees and students.

IV. Administrative Guidelines are reviewed and approved by the Administrative Council. Members of the Administrative Council are then responsible for informing the staff members they supervise about new and revised Administrative Guidelines as posted on the District website.

V. Also, the Administrative Council will review and evaluate the effectiveness of Administrative Guidelines on an annual basis during one of their Council meetings.

Legal reference:
Section 118.24, Wis. Stats.

Cross reference:
Bylaw 0120 – Powers and Philosophy
Bylaw 0130 – Functions
Board Policy 1210 – Board-Superintendent Relationship
Board Policy 1230 – Responsibilities of the Superintendent

Adopted: 6/18/01
Revised: 8/30/10
ADMINISTRATIVE COUNCIL

I. The Board of Education supports the concept and application of team management in the administration of the School District and thereby promotes the effective functioning of the Administrative Council.

II. The Administrative Council is made up of all those receiving administrative contracts in the District and other participants may be asked to join the Council to address specific topics and agenda items.

III. It is the responsibility of the Administrative Council to work collaboratively, and each member of the Council shall engage in continuous professional development and shall be self-directed.

IV. The Superintendent shall provide overall leadership to the Administrative Council and to the on-going district-wide improvement initiatives approved and prioritized by this management team. The Superintendent also serves as the key link between the Administrative Council and the Board as the Administrative Council is responsible to the Superintendent who in turn is responsible to the Board.

V. The Administrative Council is charged with the responsibility of providing overall leadership for the improvement of the District and the advancement of the good to great initiatives. This shall include the following functions:

A. Gather technical knowledge and expertise for the improvement of the District services and programs;

B. Provide refinement and clarification of District policies and procedures;

C. Coordinate the evaluation of District operations, personnel, and other administrative functions;

D. Use relevant, and effective research in the decision-making process;

E. Improve communications, decision making, conflict resolutions and other relationships building strategies within the District;

F. Recommend-Board-Administrator training opportunities;

G. Recommend District goals, personnel practices, budget priorities, and other issues associated with operational or improvement efforts.
Legal reference:
Sections 19.84, 118.24 Wis. Stats.

Cross reference:
Bylaw 0160 – Meetings
Board Policy 1210 – Board-Superintendent Relationship
Board Policy 1230.01 – Development of Administrative Guidelines

Adopted: 6/18/01
Revised: 8/30/10
EVALUATION OF THE SUPERINTENDENT

The Board shall annually evaluate the performance of the Superintendent. The evaluation will be based on the Board approved written job description, observation of the Superintendent’s job performance, the Superintendent's supervision and administration of Board policy, and the progress on the established Leadership Priorities, which shall be established by the Board, in cooperation with the Superintendent at the beginning of each year.

Legal reference:
Sections 118.24, 121.02(1)(q), Wis. Stats.
PI 8.01(2)(q) Wis. Adm. Code
PI 34 Wis. Adm. Code

Cross reference:
Board Policy 1230 – Responsibilities of the Superintendent
District Administrator Contract

Adopted: 6/18/01
Revised: 8/30/10
EVALUATION OF ADMINISTRATORS OTHER THAN THE SUPERINTENDENT

I. All district leadership personnel shall be evaluated on an annual basis by the Superintendent or administrator designee prior to the renewal of contracts. The evaluations will be based on the job descriptions, the administrator’s annual leadership priorities, Superintendent observations and supervision, and other criteria as established by the Superintendent for effective leadership.

II. The criteria used for administrator evaluations shall include, and are not limited to:

   A. research-based qualities of successful leaders.
   
   B. leadership as an instructional leader.
   
   C. building strong relationships with students, parents, and the community.
   
   D. the ability to work collaboratively with other district leaders.

   Also, the leader shall be a positive role model, possess strong character, and exhibit a strong work ethic.

III. The Superintendent shall review each individual leadership evaluation with the Board during closed session per statute on an annual basis prior to renewal of contracts

Legal reference:
Sections 19.85(1)(c), 118.24, 121.02(1)(q), Wis. Stats.
PI 8.01(2)(q) Wis. Adm. Code
PI 34 Wis. Adm. Code

Cross reference:
Board Policy 1230 – Responsibilities of the Superintendent
Board Policy 1240 – Evaluation of the Superintendent
District Administrator Contract

Adopted: 10/10/11
TEMPORARY APPOINTMENT OF ACTING SUPERINTENDENT

I. To ensure that District educational and management programs function efficiently and without interruption, a current member of the District's administrative staff may be temporarily appointed, by the Board or Superintendent, as Acting Superintendent. For short time periods, due to the temporary absence of the Superintendent, such appointment can be made by the Superintendent, without financial remuneration for service. For longer periods of service or to temporarily fill an existing vacancy, the Board of Education shall approve the hiring, establish the time period and temporary salary for such service.

II. Performance responsibilities for the Acting Superintendent shall be those of the District's Superintendent. Final administrative authority for fiscal matters during the time of an Acting Superintendent shall rest with the District Director of Business Services.

III. The evaluation of a temporary Superintendent’s performance shall occur at the discretion of the Board.

Cross reference:
Board Policy 1230 – Responsibilities of the Superintendent
Principal Job Descriptions
Emergency School Closing Procedures

Adopted: 6/18/01
Revised: 8/30/10
ADMINISTRATIVE COUNCIL JOB DESCRIPTIONS

I. The Board of Education authorizes the Superintendent to maintain job descriptions of Administrative Council members. Each job description shall identify required qualifications and include the essential functions of the position. All administrator job descriptions shall be reviewed by the Board/Personnel and Programs Committee.

II. Each administrator will be provided with a job description at the time of employment. Revisions to job descriptions shall be reviewed with the employees. The Superintendent and/or Board may use job descriptions in the evaluation of administrators.

Legal reference:
Sections 118.21, 118.24, 121.02(1)(a), Wis. Stats.
PI 8.01(2)(q) Wis. Adm. Code
PI 34 Wis. Adm. Code

Cross reference:
Board Policy 1230 – Responsibilities of the Superintendent
Administrator Job Descriptions

Adopted: 6/18/01
Revised: 8/30/10