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QUALIFICATIONS AND DUTIES OF DISTRICT ADMINISTRATOR  
(Job Description)

Qualifications:

- (1) Maintain proper administrator certification and license as required by the Department of Public Instruction (04 or 05)
- (2) Have a minimum of an MA degree with an emphasis in school administration

Reports to: Board of Education

Supervises: All district personnel

Job Responsibilities:

The district administrator shall:

1. Attend, post, and participate in all meetings of the Board except when his/her own employment or performance is under consideration. He/she shall notify all Board members of all regular and special Board meetings and Board committee meetings.
2. Administer, as chief school executive, the development and maintenance of a positive educational program designed to meet the needs of the community and to carry out the policies of the Board.
3. Advise the Board on the need for new or revised policies and see that all policies of the Board are implemented.
4. Prepare and submit to the Board recommendations relative to all matters requiring Board action, placing before the Board such necessary and helpful facts, information and reports as are needed to ensure the making of informed decisions.
5. Act on his/her own discretion if action is necessary in any matters not covered by Board policy, report such action to the Board as soon as practicable and recommend policy in order to provide guidance in the future.
6. Report to the Board such matters as deemed material to the understanding and proper management of the schools, or as the Board may request.
7. Effectively administer all requirements set forth by all state and federal laws and regulations and Board policy.
8. Make all administrative decisions within the school necessary to the proper functioning of the school district.

9. Exercise power to make such rules and give such instructions to school employees and students as may be necessary to implement Board policy.
10. Delegate, at his/her own discretion, to other employees of the Board the discharge of any duties with the knowledge that the delegation of power or duty does not relieve the district administrator of final responsibility for the action taken under such delegation.
11. Formulate school objectives, policies, plans and programs; and prepare (or cause to be prepared) and present facts and explanation necessary to assist the Board in its duty of legislation for the school.
12. Prescribe rules for the classification, advancement, demotion and retention of students in accordance with established policies.
13. Communicate directly, or through delegation, all actions of the Board relating to personnel matters to all employees and receive from the staff all communications to be made to the Board.
14. Serve as moderator of all staff negotiations and provide the Board with such data as may be requested to formulate negotiations positions.
15. Secure, interview, and nominate for employment the best qualified and most competent candidates for all professional staff positions within the district and hire all support staff, in accordance with Board policy.
16. Assist the Board in administrative hiring.
17. Assign and transfer employees as the interest of the district may dictate and report such actions to the Board for information and record.
18. Hold such meetings of teachers and other employees as necessary for the discussion of matters concerning the improvement and welfare of the schools.
19. Be responsible for orientation of new administrative personnel, support staff and Board members.
20. Supervise methods of teaching, supervision and administration in effect in the schools.
21. Assist the principal in evaluation of all district programs and curriculum and inform the board of any changes. Major changes in curriculum must receive Board approval.
22. Serve as a liaison member of the inservice council.
23. Approve vacation schedules for all salaried employees.
24. Approve all staff requests for personal business leave.

- 25 Suspend, with pay, any employee in accordance with applicable state and federal laws and collective bargaining agreements, and report such suspensions to the Board at the next meeting thereafter for final action.
26. Recommend to the Board for final action the promotion, salary changes, demotion, or dismissal of any employee.
27. Develop, with the K-12 principal, performance objectives and evaluate the K-12 principal annually.
28. Report to the Board the case of any employee whose service is unsatisfactory and recommend appropriate action.
29. Submit to the Board a clear and detailed explanation of any proposal procedures which could involve either departure from established policy or the expenditure of substantial sums.
30. Direct the preparation of the annual budget for adoption by the Board and administer the budget as enacted by the Board, acting at all times in accordance with legal requirements and approved Board policies.
31. Obtain all budget requests from staff members, appropriate to the budget schedule. It is expected that the district administrator will discuss approved and denied requests with the staff member.
32. Establish and maintain efficient procedures and effective controls for all expenditures of school funds in accordance with the adopted budget, subject to the direction and approval of the Board.
33. Act as purchasing agent for the Board, and establish procedures for the purchase of books, materials, supplies and equipment.
34. Provide suitable instructions and regulations to govern the use and care of school properties for school purposes.
35. Recommend to the Board, appropriately prior to the annual meeting, sales of all property no longer required by the Board and supervise the proper execution of such sales.
36. Be present on preliminary and final audit days.
37. Maintain, directly or through delegation, adequate records for the schools, including a system of financial accounts, business and property records, personnel records, school population, school census and scholastic records. He/she shall act as custodian of such records and of all contracts, securities, documents, title papers, books of records and other papers belonging to the Board.
38. Oversee the processing and submission of reports required by various regulatory agencies.

39. Make recommendations with reference to the location and size of new school sites and of additions to existing sites, the location and size of new buildings on school sites, the plans for new school buildings, all appropriations for sites and buildings and improvements, alterations and changes in the buildings and equipment of the district.
40. Represent the district in its dealings with other school systems, institutions, agencies and community organizations.
41. Keep informed of current educational thought and practice by advanced study, on-site visits to other school districts, attendance at educational conferences, or other appropriate means, and keeps the Board informed of educational trends.
42. Represent the Board as a liaison between the district and the community.
43. Establish and maintain a program of public relations to keep the public well-informed of the activities and needs of the school district, affecting a wholesome and cooperative working relationship between the schools and the community.
44. Keep the Board informed about special education problems.
45. Confer periodically with professional educators concerning the school program and transmit to the Board suggestions gained from such conferences.
46. Supervise the operation of the food service program.
47. Make regular and thorough inspections of the buildings, facilities and grounds. He/she shall direct custodial staff to ensure high standards of maintenance and security of the school and its property.
48. Serve as the director of transportation. His/her responsibilities will include but not be limited to the following: evaluate personnel, establish routes, serve as chairman of the transportation committee, supervise budget expenditures, complete necessary reports and in general, supervise the transportation system in accordance with Board policy.
49. Perform such other tasks as may from time to time be assigned by the Board.

Terms of Employment: Twelve months per year; salary and benefits to be negotiated with the Board.

Evaluation: Performance of the job will be evaluated on an annual basis in accordance with Board policy. The approved evaluation form shall be used.

LEGAL REF.: Sections 118.24 Wisconsin Statutes

120.13 (1)

121.02 (1) (q)

PI 8.01 (2) (q), Wisconsin Administrative Code

CROSS REF.: 213, District Administrator Contract  
213.1, District Administrator Compensation and Benefits  
213.2, District Administrator Development Opportunities  
215, District Administrator Evaluation

APPROVED: July 1, 1995

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## RECRUITMENT AND APPOINTMENT OF ADMINISTRATIVE EMPLOYEES

When an opening in the district administration occurs, the Board shall aggressively recruit in an effort to fill the position with the most capable person available. The Board shall consider only those candidates who meet both state and local qualifications and who display the ability to successfully carry out the duties of the position.

The Board shall inform various placement agencies of the administrative vacancy. The Board may also request present administrative employees to inform any personal contacts they may have of the opening, in order to gain as many applicants as possible.

The full membership of the Board shall act as the screening committee. An "ad hoc" committee will be established that includes professional staff, support staff, and/or community members to serve as a second interview committee.

The Board and the "ad hoc" committee will interview the finalists.

The Board will select and appoint the administrative employee. Appointment shall take place at a legally held regular or special meeting of the Board. A majority vote of the Board shall be required.

LEGAL REF.: Section 118.24 Wisconsin Statutes  
CROSS REF.: 212-Rule, Administrative Screening/Selection Guidelines

APPROVED: July 1, 1995

## ADMINISTRATIVE SCREENING / SELECTION GUIDELINES

When an opening in the district administration occurs, the full Board shall serve as the screening committee. The screening shall be conducted with care, discretion and sensitivity to applicants. Confidentiality during an administrative employee screening shall be maintained to the extent permitted by statute, in order to encourage as many qualified candidates to apply as possible.

The Board will determine a list of candidates to be interviewed. The final interview process is the responsibility of the Board.

### A. Screening Guidelines

1. No candidate will be screened unless formal application material has been submitted within the deadlines established. Materials include, but are not limited to: a formal letter of application, current resume, professional credentials and requested follow up written information of all candidates.

2. Check the candidate's credentials and references carefully. Private inquiries will not be made of screening candidates, but will occur once a candidate is selected for an interview. Candidates to be interviewed will be contacted before follow up inquiries begin.

3. Review the job description of the vacant position and consider the most important aspects of the job description.

4. A list of candidates to be interviewed will be established by the full Board.

### B. Interview Guidelines

1. Full Board will interview candidates.

2. An interview committee will be established with members selected from the teaching staff, support staff and community. The committee will submit written recommendations to the Board.

### C. Selection Guidelines

1. Make private inquiries to key figures in the applicant's community. If an on-site visit to the applicant's present school district is deemed necessary, the committee shall use utmost discretion.

2. In the event that it is difficult for the Board to make a final selection, the two or more finalists will be asked to return for a second interview.

3. The selected candidate will be invited to a special Board meeting to finalize the professional contract.

APPROVED: July 1, 1995

## DISTRICT ADMINISTRATOR CONTRACT

The Board and district administrator shall enter into a written contract establishing rate of pay and other conditions of employment. The district administrator's contract shall cover a period from one to three years in accordance with state law and shall be on file in the central office.

Renewal and/or nonrenewal of the district administrator's contract shall be according to state law provisions.

LEGAL REF.: Section 118.24 Wisconsin Statutes

CROSS REF.: 213.3, Termination of Administrator's Contract

APPROVED: July 1, 1995

213.1

## DISTRICT ADMINISTRATOR COMPENSATION AND BENEFITS

The salary of the district administrator, additional benefits, vacation entitlements and other leave shall be determined at the time of his/her appointment or reappointment and shall be part of the written contract.

Additional benefits, such as health and other forms of insurance, shall be at least equal to those granted other professional staff members.

LEGAL REF.: Section 118.24 Wisconsin Statutes

APPROVED: July 1, 1995

213.2

## DISTRICT ADMINISTRATOR DEVELOPMENT OPPORTUNITIES

The Board feels that professional growth of the district administrator is desirable and necessary to maintain competence in school administration. Therefore, the Board encourages the district administrator to attend educational meetings, conferences and workshops in order to become aware of changes in education that may affect school district policies and programs. Attendance at such meetings shall be approved by the Board in advance. The district administrator shall report information gathered at these meetings at the next regular Board meeting following.

The district administrator may be reimbursed for expenses incurred in the performance of his/her duties in accordance with established procedures and within current budgetary limitations.



LEGAL REF.: Section 118.24 Wisconsin Statutes

CROSS REF.: 671.2, Expense Reimbursements

APPROVED: July 1, 1995

213.3

#### TERMINATION OF DISTRICT ADMINISTRATOR CONTRACT

The district administrator may not be employed or dismissed except by a majority vote of the full membership of the Board. Modification or termination of the district administrator's contract may be made by mutual agreement of both parties.

If the Board chooses to non-renew the district administrator's contract, proper notification must be given in accordance with state law provisions.

LEGAL REF.: Section 118.24 Wisconsin Statutes

CROSS REF.: 213, District Administrator's Contract

APPROVED: July 1, 1995

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#### BOARD--DISTRICT ADMINISTRATOR RELATIONS

The Board believes that policymaking is one of its most important functions, and that the implementation of policy is the function of the district administrator. The Board delegates executive powers to the district administrator so, that he/she may manage the schools within the Board's policies, thus permitting the Board to devote its time to policymaking and evaluation.

The Board shall hold the district administrator accountable for carrying out its policies and for keeping the Board informed about school operations.

LEGAL REF.: Sections 118.24 Wisconsin Statutes

120.12

120.13

CROSS REF.: 150, Board Powers and Duties

161, Board Member Authority

211, Qualifications and Duties of the District Administrator (Job Description)

APPROVED: July 1, 1995

## SUPERVISORY PERSONNEL

Supervisory staff members are responsible to the district administrator who, in turn, is responsible to the Board.

Staff members in supervisory positions may serve in an advisory capacity to the district administrator.

LEGAL REF.: Section 118.24 Wisconsin Statutes

APPROVED: July 1, 1995

## K-12 PRINCIPAL (Job Description)

### Qualifications:

- (1) Maintain proper administrator certification and license as required by the Department of Public Instruction
- (2) Have a minimum of an MA degree with emphasis in school administration

Reports to: District Administrator

Supervises: Teachers and other building personnel

### Job Responsibilities:

The K-12 principal shall:

1. Direct and schedule student affairs both curricular and extracurricular. He/she shall implement, monitor and evaluate curricular offerings.
2. At regular intervals, supervise the classroom situation of all teachers in the building and file appropriate reports to the district administrator.
3. Evaluate teachers, in cooperation with the district administrator, in accordance with Board policy and make recommendations for continued employment, probation, nonrenewal or dismissal.
4. Assign teachers their subject load and all other special duties in accordance with the collective bargaining agreement.
5. Serve as the chairperson of the inservice council to assist in the development of inservice training for teachers in order to improve instruction methods and professional growth.
6. Authorize attendance at individual conventions or workshops as part of an approved inservice plan. An annual attendance report will be submitted to the district administrator and Board.

7. Be responsible for and ensure completion of all student class scheduling. Certain scheduling procedures may be delegated by the principal.
8. Serve as chairperson of the curriculum committee.
9. Maintain proper student records, in conjunction with the guidance department, and make necessary reports as required by the district administrator and the Department of Public Instruction.
10. Make any reasonable rules concerning student conduct in classrooms, on school premises, on school busses and during school-sponsored activities, with the consent of the district administrator and in accordance with Board policy.
11. (May) suspend students, and/or make recommendations for expulsion. In such matters the principal shall make necessary parental contacts.
12. Confer with the district administrator on all matters concerning general school policy, including reports on absenteeism, disciplinary actions, personnel problems, parent conferences, school programs, etc.
13. Be responsible for the scheduling of emergency drills as required by law.
14. Act as the district administrator designee when the district administrator is out of the district or is not available.
15. Assemble the student body when necessary to review rules, conduct and regulations expected of students while representing the school district or attending games or events in which the school district is involved. He/she shall help students and staff develop pride in the school, show school spirit, and develop a good image in the community.
16. Report immediately to the district administrator any infringement of property rights, breach of contract, or serious injury that is the responsibility of the school.
17. Assist the district administrator in the recruitment, hiring, training and assignment of professional staff members. Orientation of professional staff is the responsibility of the principal.
18. Assume the responsibility for his/her own professional growth and development through membership and participation in professional organizations, attendance at regional and state meetings and enrollment in advanced courses of study.
19. Orient new and substitute teachers to the rules and policies of the school.
20. Develop the system to arrange for the employment of qualified substitute teachers and informally evaluate substitute teachers' performance in the classroom.
21. Make recommendations for necessary supplies, equipment repairs, teaching aids, etc., that may be needed to effectively and efficiently carry out the school program.
22. Assist the district administrator in the development and administration of the budget.

23. Plan, organize and direct the implementation of the master schedule of school activities. Some of the development responsibility may be delegated to coaches, advisors and the athletic director. He/she shall attend school activities and events as often as possible.
24. Conduct monthly staff meetings in conjunction with the district administrator to keep the staff informed of policy changes, new programs, changes in state law and to ensure open lines of communication between administration and staff.
25. Assist in the update of an inventory of all instructional materials, textbooks, equipment, furniture and other items belonging to the school district.
26. Be responsible for classification, promotion or retention of students based on teacher recommendation, guidance information and parental conferences when
27. Notify parents of students in danger of failing in accordance with district policy.
28. Organize playground, lunchroom and noon hours in the best interest of the total student population.
29. Facilitate community participation in the use of the school. Develop a facility use calendar in conjunction with the extracurricular activities and community requests.
30. Have charge of student activity and class funds accounting in accordance with Board policy and state law.
31. Maintain high standards for student conduct and enforce appropriate disciplinary measures as necessary while according students their right to due process.
32. Keep the public and news media informed of programs and events of the school district. All public relations information shall be approved by the district administrator prior to release.
33. Attend Board meetings as requested by the district administrator or Board.
34. Coordinate and supervise the graduation ceremonies and student activities that are part of graduation in conjunction with the senior class advisors. Complete an evaluation of the process and submit a written report to the district administrator and Board with recommendations for improvement when
35. Approve and arrange pep rallies and lyceums in conjunction with extracurricular coaches, advisors and teaching staff.
36. Attend Board committee meetings as requested by the district administrator or Board.
37. Coordinate selection of senior honors: senior awards, scholastic and scholarship nominations. Some duties may be delegated to the athletic director, advisors and/or guidance when appropriate.
38. Communicate student honors and congratulations to parent(s)/guardian(s).

39. Evaluate academic letter program including: criteria, process of presentation, development of publicity, etc. Present recommendations for change to the Board for approval. Develop presentation activity to distribute awards to students.
40. Develop and supervise the grading process for the secondary grades (7-12).
41. Supervise and evaluate the athletic director.
42. Evaluate coaches, advisors and extra duty personnel, in cooperation with the district administrator, in accordance with Board policy and make recommendations for continued employment, probation, nonrenewal or dismissal.
43. Perform such other duties as may from time to time be assigned by the district administrator.

Terms of Employment: As per contract stipulations with salary and benefits to be negotiated with the Board.

Evaluation: Performance of the job will be evaluated on an annual basis in accordance with Board policy.

LEGAL REF.: Sections 118.24 Wisconsin Statutes  
 120.13(1)  
 121.02(1)(q)  
 PI 8.01(2)(q), Wisconsin Administrative Code

CROSS REF.: 215.1, Administrative Evaluation

APPROVED: July 1, 1995

### TECHNOLOGY COORDINATOR (Job Description)

Primary functions:

1. Facilitate the updating and implementation of the district technology plan.
2. Provide inservice for staff and administration regarding equipment and software.
3. Serve as system administrator for district computer network.
4. Maintain district's wide area network.
5. Troubleshoot hardware and software problems.
6. Install new and upgrade current computer equipment.
7. Advise staff and administration regarding purchasing of district hardware and software.
8. Work with software and hardware vendors to assure compatibility.
9. Attend meetings, conferences, and training courses on the latest hardware and software.
10. Serve as the chair for the district technology committee
11. Serve as a resource for site level technology personnel.
12. Manage and plan the district technology budget.
13. Maintain a complete inventory of all computers, peripheral equipment, and software.
14. Maintain the district web site.

Reports To: Superintendent and Building Principals.

Evaluation: The Superintendent, with input from other staff, will evaluate the Technology Coordinator on an annual basis. The evaluation will be in writing, will be discussed with the Technology Coordinator, and will be completed prior to March 15th of each year.

Compensation: The compensation includes a competitive salary and a generous benefit package.

LEGAL REF.: Sections 118.24 Wisconsin Statutes  
120.13(1)  
121.02(1)(q)  
PI 8.01(2) (q), Wisconsin Administrative Code

CROSS REF.: 215.1, Administrative Evaluation

APPROVED: September 13, 2000

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DIRECTOR OF SPECIAL EDUCATION  
(Job Description)

This is a director level administrative position responsible for the development, promotion, implementation, and evaluation of special education programs and services. Other responsibilities include budget preparation, supervision of special education staff, general administration, and leadership.

**Performance Responsibilities:**

- Provide administration, supervision, coordination, evaluation, and recruitment of special education instructional, itinerant, supportive and ancillary personnel employed by River Ridge
- Provide leadership, support and technical assistance for River Ridge initiatives
- Collaborate with River Ridge administrators and other staff.
- Direct service planning, assessment process, data collection, reporting, scheduling, caseload and collaboration of itinerant services
- Communicate and collaborate with school psychologists, speech/language pathologists, consultants, and itinerant service providers
- Communicate and collaborate with regular and special educators, para-educators, principals, counselors, community agencies, parents and board members
- Communicate with and provide support for parents of children with disabilities
- Provide guidance and technical assistance regarding innovations of the IEP process
- Direct and manage general and specific department budgets
- Collaborate with Business Manager for River Ridge in the fiscal management of discretionary grants, claims, reporting
- Direct filing of required DPI reporting requirements
- Supervise SBS/Medicaid claiming/billing services

- Provide ongoing evaluation of programs including staffing and configuration
- Work with DPI and local district staff on monitoring and compliance requirements, self- assessment processes and IDEA complaints, mediation and due process
- Develop and maintain relationships with DPI staff

**Qualifications:** Minimum of Master's Degree. Certification as a Director of Special Education, Level A (81), or Director of Special Education and Pupil Services (80). A School Psychologist (62) license is preferred but not required. A minimum of three years in one or more areas of special education and special education administrative experience is preferred.

**Related Skills:**

- Knowledge of staff supervision and improvement practices
- Knowledge of budgeting and financial management and reporting requirements for special education
- Effective communication/interpersonal skills
- Knowledge of special education service delivery methods, itinerant services and programming issues
- Knowledge of current research, best practices and initiatives in special education
- Ability to effectively consult with administrators, directors, parents, specialists, educators and paraprofessionals
- Knowledge of state and federal regulations and guidance
- Expertise in legal and procedural issues related to special education, leadership, staff supervision and management.

Job Type: **205 day contract**

**Approved:** June 14, 2017

## DISTRICT ADMINISTRATOR EVALUATION

The School Board shall regularly evaluate the performance of the District Administrator in order to: fulfill an important aspect of the Board's oversight responsibilities; encourage effective educational leadership and management within the District; engage the District's chief administrative employee in an ongoing exchange of evaluative information and insight; and make necessary judgments about the employment and compensation of the District Administrator.

At a minimum, the Board shall evaluate the District Administrator in writing at the end of his/her first year of employment in the District and at least every third year thereafter. It is the further intent of the Board to evaluate the performance of the District Administrator at least once within each 12-month period that precedes either (1) any date that the Board votes on extending or renewing the District Administrator's contract; or (2) any date the Board permits, by operation of law or contract, any extension or renewal of the administrator's contract. If, at any time, the Board has not evaluated the District Administrator within any such 12-month period, the District Administrator shall notify the Board President in writing and work with the Board President to schedule an evaluation to occur as soon as practicable.

Along with the duties and responsibilities identified in the District Administrator's written job description or employment contract, any of the following may also serve as part of the foundation of the Board's evaluation of the District Administrator:

1. The District's mission and beliefs statement and the District's strategic plan;
2. Specific annual or other goals the Board has established and identified in consultation with the District Administrator;
3. The administrator standards identified by the Department of Public Instruction; and
4. Other leadership standards expressly identified by the Board in consultation with the District Administrator.

The Board shall use data and other available objective and subjective evidence to inform its evaluation of the District Administrator. The District Administrator shall be responsible for preparing such data and other evidence as he/she believes may be relevant to the evaluation process, except as otherwise directed by the Board. As part of the evaluation process, the Board may also require the District Administrator to complete a self-evaluation that assesses the present working relationship between the Board and the District Administrator, and that summarizes progress to date on District goals and on any other goals or expectations that had been established specifically for the District Administrator.

Evaluations shall help to identify and document particular individual performance goals for the District Administrator that correlate to (1) areas identified for professional improvement or growth; and/or (2) key District goals. Each time such a goal is established, the Board will work with the District Administrator to identify measurement mechanisms and performance indicators related to assessing future progress on the goal.

An evaluation may encompass not only the short-term period between the current and most recent evaluations, but may also address trends over longer time periods and the status of long-term projects and



long-term planning initiatives.

Except for those periodic written evaluations required by law, not all evaluations that occur under this policy need to be reduced to a written document, provided that the Board is satisfied that a more informal process or outcome is sufficient at the time of the evaluation in question. However, at a minimum, a memo shall be inserted into the District Administrator's personnel file to document the date any verbal evaluation occurred.

The Board President shall work with the District Administrator to ensure that sufficient meetings are scheduled so that the evaluation process can reach its conclusion in a timely fashion.

### **Legal References:**

#### **Wisconsin Statutes**

[Section 118.24](#) [administrator contracts]

[Section 121.02\(1\)\(a\)](#) [school district standard; verification of licensure]

[Section 121.02\(1\)\(b\)](#) [school district standard; professional development of employees]

[Section 121.02\(1\)\(q\)](#) [school district standard; evaluation of licensed staff]

#### **Wisconsin Administrative Code**

[PI 8.01\(2\)\(a\)](#) [annual certification to DPI of administrator's current license]

[PI 8.01\(2\)\(q\)](#) [board evaluation of district administrator]

[PI 34.03](#) [DPI's administrator standards]

APPROVED: July 1, 1995

REVISED: September 12, 2018

## DISTRICT ADMINISTRATOR EVALUATION FORM

Instructions: Please evaluate the Superintendent/Elementary Principal's performance by numerically scoring each item below. **Provide supporting comments indicating specific examples to justify your rating.**

**Rating Definitions:**

4	=	Outstanding	2	=	Satisfactory
3	=	Commendable	1	=	Needs Improvement
			0	=	Unsatisfactory

<b>Rating:</b>	<b>1.0 Relationship With the Board</b>
	1.1 Interprets, executes and supports Board policy and actions to the public and staff.
	1.2 Keeps the Board fully informed on issues, needs and operations of the school system in a timely manner/outlines pros and cons of recommendations.
	1.3 Plans along with the Board for the future of the school district.
	1.4 Maintains an open and honest relationship with all Board members, providing equal access to information.
<b>Subtotal Category 1.0:</b>	Comments on Relationships with the Board:

<b>Rating:</b>	<b>2.0 Educational Leadership</b>
	2.1 Implements the district's philosophy of education and mission by creating a high standard of expectation for K-12 students and staff and observes each first year teacher once during their first year.
	2.2 Performs an annual evaluation of the administrators and provides overall rating with comments and recommendations.
	2.3 Develops and implements the district's instructional program with reference to district curriculum policy, District Strategic Plan, and State and National Standards
<b>Subtotal Category 2.0:</b>	Comments on Educational Leadership:

<b>Rating:</b>	<b>3.0 Business and Finance</b>
	3.1 Evaluates educational and financial needs and translates them into financial recommendations.
	3.2 Stays informed about the physical needs of the school district.
	3.3 Is knowledgeable concerning the business operation of the school district/monitoring the income and expenses to avoid deficits.
<b>Subtotal Category 3.0:</b>	Comments on Business and Finance:

<b>Rating:</b>	<b>4.0 Staff and Personnel Relationships</b>
	4.1 Develops good staff morale.
	4.2 Uses committees to encourage effective staff participation in planning, procedure making and decision making.
	4.3 Delegates authority to staff members in accordance with their position and expertise.
	4.4 Oversees and directs the evaluation process of all district employees.
	4.5 Establishes standards of performance for all staff positions in consultation with them, and works with staff to achieve consistently high standards of performance.
	4.6 Follows interview process and assigns best candidate for each position.
<b>Subtotal Category 4.0:</b>	Comments on Staff and Personnel Relationships:

<b>Rating:</b>	<b>5.0 Student Responsibilities</b>
	5.1 Is visible to the student body through school visits; interacts with student body through occasional attendance at both academic and nonacademic activities; maintains a positive relationship with students.
	5.2 Recognizes student success and academic achievement.
	5.3 Keeps students the center of the decision-making process.
<b>Subtotal Category 5.0:</b>	Comments on Student Responsibilities:

<b>Rating:</b>	<b>6.0 Community Relationships</b>
	6.1 Attends school activities and events when possible.
	6.2 Presents educational programs to community groups.
	6.3 Works cooperatively with the news media.
	6.4 Works effectively with public and private agencies, including colleges and universities.
	6.5 Provides the opportunity for the problems and opinions of individuals or groups to be expressed and understood, including meeting with parent support groups such as the PAC.
<b>Subtotal Category 6.0:</b> <hr/>	Comments on Community Relationships:

<b>Rating:</b>	<b>7.0 Professionalism</b>
	7.1 Maintains high standards of ethics, honesty and integrity in personal and professional matters.
	7.2 Exhibits competence in planning and organizing.
	7.3 Defends principles and convictions in the face of pressure and partisan influence.
	7.4 Continues professional development by reading, course work, conference attendance, work on professional committees, visiting other districts, and meeting with other superintendents.
	7.5 Communicates with all groups, including teachers, administrators, public, parents and media.
<b>Subtotal Category 7.0:</b> <hr/>	Comments on Professionalism:

**TOTAL AVERAGE** \_\_\_\_\_

Goals proposed by Superintendent/Elementary Principal:

Goals proposed by Board:

Based on this evaluation instrument the administrator has received an overall rating of:

Satisfactory  
Unsatisfactory  
(circle one)

Board President Signature \_\_\_\_\_

Date \_\_\_\_\_

Administrator Signature \_\_\_\_\_

Date \_\_\_\_\_

APPROVED : July 1, 1995  
AMENDED: September 12, 2018

## EVALUATION OF ADMINISTRATIVE STAFF

The District Administrator shall ensure that all other licensed administrators employed by the School Board are evaluated in writing at least once every three years, with more frequent formal or informal evaluations being strongly encouraged. The District Administrator shall further ensure that each such administrator has been evaluated at least once within each 12-month period that precedes either (1) any date that the Board votes on extending or renewing the administrator's contract in the situation where the individual's job performance (and not the elimination of the position) is the primary consideration relevant to the decision; (2) any date the Board permits, by operation of law or contract, any extension or renewal of the administrator's contract; or (3) any date the District Administrator recommends that the Board approve an individualized adjustment to the compensation of any administrator.

In addition to the expectations established above, all newly hired administrators shall be evaluated in writing at the end of their first year of employment with the District.

The Board delegates to the District Administrator the responsibility for defining and implementing the specific procedures, criteria and instruments that will be used to conduct the performance evaluations of other administrative personnel, provided that they are consistent with state law and the following general parameters:

1. The Board-adopted position description, including the key job-related activities defined therein, shall be reflected in evaluation criteria or otherwise assessed in an evaluation narrative;
2. The data used to evaluate an administrator shall include, but is in no way limited to, information that is based upon observation of the individual's performance;
3. Consistent with the Board's expectation that all employees should strive for continuous improvement and seek regular opportunities for professional growth, the overall evaluation process should include both a formative and summative component. The formative component should include goal setting and the identification of appropriate professional development activities;
4. Another administrator licensed by the Department of Public Instruction, and usually an individual serving in a supervisory role within the District, shall have primary responsibility for directing the evaluation process and producing the culminating, summative performance evaluation record applicable to any period covered by a written evaluation. This sentence does not prevent others from participating in, or providing data/information that is relevant to the evaluation process;
5. Normally, the core evaluation criteria and the basic evaluation procedures that are identified and used for similar administrative positions should themselves be substantially similar, although the District Administrator may depart from this general premise if he/she determines that there is a sound basis for doing so;

6. A component of each administrator’s performance evaluation shall be an assessment of the manner in which the administrator monitors and evaluates the performance of the individuals who are supervised by the administrator; and
7. Other major areas to be covered within the administrative evaluation process, when applicable to the position, shall include the extent to which the administrator:
  - a. Demonstrates leadership in establishing, monitoring, and improving curriculum, instruction and assessment in a manner aligned with school and district goals, including especially those goals focused on attaining high levels of student achievement;
  - b. Engages in effective interpersonal and group communication with relevant constituencies;
  - c. Demonstrates effective problem-solving skills;
  - d. Engages in effective long-term planning and translates strategic priorities into tangible action steps;
  - e. Effectively manages staff, resources and operations with the goal of establishing and maintaining a safe, efficient and effective environment for student learning;
  - f. Demonstrates initiative and encourages innovation while adhering to applicable legal requirements, district policies, and supervisory direction;
  - g. Shows respect for others and models the character traits, behaviors, and attitudes that the school district encourages in all of its staff members and students, including honesty, integrity, personal accountability, adaptability, resiliency, and professionalism;
  - h. Fosters and encourages a positive culture within the applicable school, program, or department; and
  - i. Demonstrates an understanding of and an appropriate sensitivity to the larger social, cultural, economic, legal and political contexts that affect education.

The District Administrator shall inform the Board of any significant changes to the District’s administrative staff evaluation processes as implemented under this policy.

Legal References:

Wisconsin Statutes

- |                             |   |
|-----------------------------|---|
| <u>Section 115.415</u>      | [educator effectiveness evaluation requirements applicable to principals]   |
| <u>Section 118.24</u>       | [school administrators; administrator contracts]  |
| <u>Section 120.12(2m)</u>   | [school board duty to evaluate principals using DPI-developed educator effectiveness evaluation system or equivalency evaluation process] |
| <u>Section 121.02(1)(a)</u> | [verification of licensure]   |
| <u>Section 121.02(1)(b)</u> | [professional development of employees]   |

Section 121.02(1)(q) [evaluation of licensed staff]

Wisconsin Administrative Code

PI 8.01(2)(a) [annual certification to DPI of administrator's current license]

PI 8.01(2)(q) [evaluation of licensed staff]

PI 34.03 [DPI's administrator standards]

PI 47 [equivalency process for educator effectiveness evaluation; principals and teachers]

Approved: July 1, 1995

Revised: October 10, 2018

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## LINE AND STAFF RELATIONS

The Board desires the district administrator to establish clear understandings on the part of all personnel of the working relationships in the school system. Lines of direct authority should be those approved by the Board and shown on district organizational charts.

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

It is expected that the established lines of authority will serve most purposes. All personnel shall, however, have the right to appeal any decision made by an administrative authority.

Additionally, the lines of authority do not restrict in any way the cooperative, sensible working together of all staff members at all levels in order to develop the best possible school programs and services. The established lines of authority represent direction of authority and responsibility and represent avenues for a two-way flow of ideas to improve the program and operations of the school system.

CROSS REF.: 251.1, Organizational Chart

APPROVED: July 1, 1995



## ORGANIZATIONAL CHART

COMMUNITY – TAXPAYERS
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BOARD OF EDUCATION
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DISTRICT ADMINISTRATOR
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HEAD COOK	BUS MECHANIC	HEAD CUSTODIAN	OFFICE STAFF	BUILDING PRINCIPAL
COOKS	BUS DRIVERS	CUSTODIANS		SUBSTITUTES AIDES TEACHERS CERTIFIED STAFF COUNSELOR PSYCHOLOGIST NURSE VOLUNTEERS ATHLETIC DIRECTOR COACHES

Dotted line is staff relationship  
Solid line is direct management

APPROVED: JULY 1, 1995

## ADMINISTRATIVE COMMITTEES

The district administrator may create committees and other advisory groups for the purpose of developing school programs, implementing Board policy or for whatever other purpose the district administrator or Board deems necessary.

APPROVED: July 1, 1995

## POLICY IMPLEMENTATION

The policies developed by the Board and the administrative rules developed to implement policy shall be designed to promote an effective and efficient school system. Consequently, it is assumed that all school district employees and students will carry out all Board policies and administrative rules.

In an attempt to ensure equitable and just treatment for all, suggestions for changes in, revisions of or additions to existing policies and rules shall be welcomed from employees and students.

The district administrator shall be responsible for informing students and staff of existing policies and rules, and for seeing that they are implemented.

APPROVED: July 1, 1995

233.1

## DEVELOPMENT OF ADMINISTRATIVE RULES

The district administrator will, when necessary or when directed by the Board, prepare written regulations to ensure the implementation of Board policy.

APPROVED: July 1, 1995

233.4

## DEVELOPMENT AND APPROVAL OF HANDBOOKS

Student and teacher handbooks shall be developed to serve as the basis for enforcement of school rules. Handbooks shall be reviewed and approved annually by the Board and used to ensure that all students, staff and parents are cognizant of the rules used to govern the schools. Students and teachers are expected to be acquainted with the respective handbooks and to follow the policies and procedures within.

All handbooks shall be developed consistent with current Board policies, state and federal laws and regulations, and the collective bargaining agreement. If information found in handbooks is discovered to be inconsistent with any of these sources, the current Board policy, state or federal law or regulation, or collective bargaining agreement shall prevail.

Copies of school district handbooks shall be distributed at the beginning of the school year.

APPROVED: July 1, 1995

### TEMPORARY ADMINISTRATIVE ARRANGEMENTS

When the district administrator is absent from the school district, the K-12 principal shall serve as acting administrator.

Any decisions that need to be made, or actions that need to be taken before the return of the district administrator will be the responsibility of the K-12 principal. A written report on decisions or actions shall be given to the district administrator on his/her return.

If both the district administrator and the K-12 principal are absent from the district, an alternate designee shall serve as acting administrator. A written report on decisions or actions shall be given to the district administrator on his/her return.

APPROVED: July 1, 1995

### SCHOOL DISTRICT REPORTS

All school records and reports required by state or federal laws and regulations shall be made, verified and transmitted to the appropriate organization or agency in ample time.

The district administrator shall have authority to acquire statistics to complete such records.

APPROVED: July 1, 1995