

**Table of Contents**  
**Section C – General School Administration**

<b>Goals and Objectives of School Administration .....</b>	<b>CA</b>
<b>Administrator Ethics .....</b>	<b>CB</b>
<i>The administrator:</i>	
<b>Organizational Chart.....</b>	<b>CC</b>
<b>Administrative Line and Staff Relations .....</b>	<b>CD</b>
<b>Superintendent of Schools.....</b>	<b>CE</b>
<b>Superintendent Qualifications .....</b>	<b>CEA</b>
<b>Superintendent’s Duties.....</b>	<b>CEB</b>
<b>Superintendent Recruitment.....</b>	<b>CEC</b>
<b>Compensation and Benefits.....</b>	<b>CEE</b>
<b>Expense Reimbursement and Credit Cards .....</b>	<b>CEF</b>
<b>Superintendent’s Professional Development Opportunities .....</b>	<b>CEG</b>
<b>Evaluating the Superintendent .....</b>	<b>CEI</b>
<b>Nonrenewing or Terminating the Superintendent’s Contract .....</b>	<b>CEJ</b>
<b>Resignation.....</b>	<b>CEK</b>
<b>Board-Superintendent Relations.....</b>	<b>CF</b>
<b>Administrative Personnel .....</b>	<b>CG</b>
<i>Compensation Guides and Contracts</i>	
<i>Qualifications and Duties</i>	
<i>Recruitment</i>	
<i>Assignment</i>	
<i>Orientation</i>	
<i>Supervision</i>	
<i>Administrative Intern Program</i>	
<i>Travel Expense and Reimbursement</i>	
<b>Administrator Evaluation.....</b>	<b>CGI</b>
<b>Suspension .....</b>	<b>CGK</b>
<b>Hiring Consultants .....</b>	<b>CJ</b>
<b>Professional Development Opportunities .....</b>	<b>CK</b>
<b>Administrative Teams.....</b>	<b>CL</b>
<i>Method of Appointment</i>	

*Organization*

*Resources*

*Financial*

**Policy Implementation..... CM**

**Public Records..... CN**

*Types of Records*

*Central Office Records*

*Building Records*

*Public Access*

*Copies of Records*

*Disposition*

**Document Production, Including Electronic Information ..... CNA**

*Destroying Documents*

**Reports..... CO**

*Types of Reports*

*Annual*

*Budget Reports*

*Disseminating Reports*

CA Goals and Objectives of School Administration

CA

The goal of school administration is to create an environment in which all students can demonstrate continuous academic improvement. The superintendent must possess leadership qualities which motivate all staff members to improve the educational program and to attain the board's goals and objectives. The superintendent, with the board's direction, shall endeavor to mobilize and coordinate available resources to develop an educational program designed to maintain continuous academic improvement and full state accreditation in all schools.

Approved: KASB Recommendation – 01/02; 4/07; 12/13

USD 417 Approved 7/2014

CB Ethics

CB

— An administrator's professional behavior must conform to an ethical code. The code must be both idealistic and practical, so that it can apply to all administrators. The administrator acknowledges that schools belong to the public and that they must provide educational opportunities to all. An administrator's actions will be viewed and appraised by the community, his professional associates, and the students. Therefore, the administrator subscribes to the following standards:

The administrator: makes the well-being of students the basis for decision making and action;

Fulfills professional responsibilities with honesty and integrity;

Supports the principle of due process as required by law and protects the civil and human rights of all individuals;

Obeys local, state and national laws;

Implements the board's policies, rules and regulations;

Pursues appropriate measures to correct those laws, policies and regulations that are not consistent with sound educational goals;

Avoids using a position for personal gain;

Accepts academic degrees or professional certificates only from duly accredited institutions;

Seeks to improve the profession through research and continuing professional development; and

Honors employment contracts until fulfillment or release.

CD Line and Staff Relations

CD

— Line and staff administrators are those employees responsible for discharging various functions at the building level, (See CC Organizational Charts), and who are concerned with the management of auxiliary activities and who serve as an advisory or consulting capacity to the superintendent.

Both line and staff administrators are ultimately responsible to the board for the conduct of their official duties. Line administrators have direct supervisory responsibilities over subordinate staff members. Staff administrators shall act as advisors and resource persons to all line administrators but may, at the discretion of the superintendent or board, exert direct administrative control over line administrators.

Approved: JUL 20 1998

CD-R Line and Staff Relations

CD-R

The superintendent's administrative subordinates have authority to administer district programs assigned to them by the superintendent. These responsibilities may include direct supervision of line administrators; line administrators may be required to report directly to the superintendent's designated representative.

Appropriate job descriptions shall be developed by the administration for each line and staff position and filed with the clerk.

Approved: JUL 20 1998

CE Superintendent of Schools

CE

— The superintendent shall be the chief administrative head of the school system and shall have, under the direction of the board, general supervision of all the schools. The superintendent is responsible for management of the schools under board policies and is accountable to the board.

The superintendent may delegate to other school personnel the exercise of any powers and the discharge of any duties imposed upon the superintendent by these policies or by the board. The delegation of power or duty, however, shall not relieve the superintendent of responsibility for the action taken under such delegation.

Approved: JUL 20 1998

CEA Qualifications

CEA

The superintendent shall have or be eligible for a Kansas superintendent's certificate.

Approved: JUL 20 1998

CEA Superintendent Qualifications

CEA

The superintendent shall possess, or be eligible for, a Kansas district leadership license.

Approved: KASB Recommendation – 01/02; 4/07; 12/14

USD 417 BOE Approved, February 9, 2015

CEB Duties

CEB

— The responsibility of the superintendent shall be:

To serve as administrative head of the district;

To keep the board informed on the progress and condition of the schools;

To administer the development and maintenance of an educational program designed to meet the community's needs, to study recent educational developments and to recommend changes in programs;

To carry out the board's policies and rules;

To monitor educational policies and to recommend needed changes to the board;

To recommend positions required to provide adequate personnel for the operation of education programs;

To nominate for appointment, assignment, transfer or termination and to define the duties of all personnel, subject to approval of the board;

To supervise the preparation of the annual budget and to recommend it to the board for consideration;

To advise and recommend in business administration matters;

To study the schools' needs and to keep the public informed concerning these needs;

To assure that the district finances are properly managed.

Approved: JUL 20 1938



## **Superintendent Recruitment**

**CEC**

The superintendent search presents the board with an opportunity to recruit individuals who will implement the board's goals. The board shall establish an orderly procedure for employing a superintendent that conforms to generally accepted ethical and legal standards and minimizes misunderstanding in the community. The process should allow the board ample opportunity to evaluate the qualification of a candidate whose professional training and experience meet district needs. The board may solicit applications from qualified staff members and may list the vacancy with placement offices.

The board may select a professional search service who shall screen all applications and recommend finalists to the board for interviews. The board shall interview selected candidates. Board members may visit each finalist's district.

Approved: 07/11/2022

KASB Recommendation – 01/02; 4/07; 12/14; 6/22

CEC Recruitment

CEC

The superintendent search presents the board with an opportunity to recruit individuals who will implement the board's goals. The board shall recruit candidates who can best accomplish this objective. The board shall consider only candidates who meet both state and local qualifications and who display the ability to successfully carry out the superintendent's duties.

The board may solicit applications from qualified members of the staff and may list the vacancy with placement offices.

Applications for the superintendency shall be screened by a professional committee selected by the board. Finalists' districts should be visited by persons designated by the board. Selected candidates shall be interviewed by the board.

Approved: JUL 20 1998

CED Appointment

CED

The board may offer a contract not to exceed three years in length.

Approved: JUL 20 1998

CED-R Appointment

CED-R

The superintendent's contract shall be considered for renewal on or before the statutory date for nonrenewal.

Approved: JUL 20 1998

**CEE    Compensation and Benefits**

**CEE**

Compensation and benefits of the superintendent shall be determined annually by the board and shall be based on performance and the ability to carry out the board's policies.

Approved: July 20, 1998

*see next page*

**CEF    Expense Reimbursement**

**CEF**

The superintendent's use of a district motor vehicle and a district credit card shall be confined to necessary school business. The board shall annually prescribe limits and restrictions on the use of credit cards and shall monitor receipts and reimbursement expenses at least once a month. Credit card use shall be reported monthly to the board. Expenses for district travel in personal vehicles or extended travel incurred in the performance of official duties shall be reimbursed in accordance with the provisions of GAN.

*see next page*

Approved: July 20, 1998

Revised June 28, 2001

**CEG    Staff Development Opportunities**

**CEG**

The superintendent shall keep updated on new educational practices by: study, visiting other districts, attending educational conferences and other means approved by the board.

Approved: July 20, 1998

CEE Compensation and Benefits (See KB)

CEE

The board shall annually determine the superintendent's compensation and benefits. Compensation shall be based on recent performance and the superintendent's ability to carry out board policy.

Approved: 7/03



CEF **Expense Reimbursement and Credit Cards** (See CG, GAN and KB) CEF

The superintendent's use of a district motor vehicle and a district credit card shall be confined to necessary school business. The board shall annually prescribe limits and restrictions on the use of credit cards and shall monitor monthly receipts and reimbursement expenses.

All rewards points or cash back payments earned using district credit cards are district property and shall be either applied to future district credit card purchases or remitted to the district treasurer for accounting and deposit.

Expenses for district travel in personal vehicles or extended travel incurred in the performance of official duties shall be reimbursed in accordance with the provisions of GAN.

Approved: 8/2015

KASB Recommendation – 6/01; 7/02; 4/07; 8/2015

CEI    Evaluating the Superintendent

CEI

The board shall adopt an evaluation system that provides a basis for formal evaluation of the superintendent's performance. The system shall include the evaluation form used and the process necessary to complete the form.

The board shall evaluate the superintendent using the evaluation form in accordance with current legal requirements for the first four years of employment and annually for the term of the superintendent's employment.

The superintendent's evaluation shall be confidential and be made available only to the board, the superintendent and others as provided by law. The evaluation instrument shall be on file at the district office with the clerk. Any revisions in the evaluation system shall include input from the superintendent.

Amended: July 12, 2004

Purpose of Superintendent Evaluation

The evaluation of the superintendent by the board shall accomplish the following:

Provide an opportunity for the board and superintendent to periodically meet and discuss the superintendent's performance and the district's management;

Review, clarify and discuss the immediate and long-term goals for the district and the superintendent;

Establish, clarify and discuss the major functions, responsibilities and roles of the superintendent and the board;

Facilitate a good working relationship between the board and the superintendent;

Encourage and recognize good administrative performance;

Improve the superintendent's leadership performance and management of the district by suggesting areas of responsibility and operating techniques that may be strengthened; and

Establish reasonable standards for continued employment of the superintendent.

Procedures

The following procedures shall be used to evaluate the superintendent's performance:

The board shall schedule an executive work session at least two times during the year for the purpose of a mid-year evaluation and an end-of-year evaluation of the superintendent's performance. The district's evaluation form shall be used.

**CEI-R    Evaluation**

**CEI-R-2**

Additional informal executive sessions may be scheduled during the year to discuss the status of the superintendent's performance and the district's management.

The superintendent shall make a mid-year and an end-of-year goal progress report as well as periodic reports to the board on the district's operation.

The superintendent's performance evaluation shall be based on the following:

Established criteria, which are applicable to all administrators;

Responsibilities defined in the superintendent's job description;

and

Board/superintendent developed performance goals and objectives.

Approved: July 20, 1998

Revised: *July 17, 2000*



CEJ Separation

CEJ

— The board may elect not to renew the superintendent's contract.

Approved: JUL 20 1998

CEK Resignation

CEK

The superintendent may submit a resignation to the board president at a regular or special meeting. The board will consider the acceptance of the resignation in light of the needs of the district.

Approved: JUL 20 1998

**CF   Board-Superintendent Relations (See BBC)**

**CF**

The board delegates to the superintendent all administrative duties. The board reserves the ultimate decision in all matters concerning personnel, policy, or expenditures of funds; and it will normally proceed in those areas only after receiving the superintendent's recommendations.

Approved: 08/10/20

KASB Recommendation – 01/02; 4/07; 6/20

The board shall employ administrative personnel as needed.

Compensation Guides and Contracts

Administrative personnel shall be compensated for their services with a contracted salary determined by the board. Administrative contracts shall be reviewed annually. The board shall determine the terms and length of each contract. The board's attorney may develop and review administrator contracts. (See KB)

Qualifications and Duties

The superintendent shall develop appropriate job descriptions for each administrative position. When adopted by the board, job descriptions shall be filed in the central office and may be published in the appropriate handbook.

Recruitment

The board delegates to the superintendent the authority to identify and recommend the appointment of individuals to fill vacant administrative positions. The superintendent shall screen all applicants and may use other staff members to assist. The superintendent shall make recommendations to the board. The district may pay preapproved expenses incurred by candidates interviewed for an administrative position.

Assignment

The board shall solicit the superintendent's recommendations in appointment, assignment, transfer, demotion, termination or non-renewal of any administrative personnel.

Orientation

The superintendent shall conduct an appropriate administrative orientation program.

Supervision

The superintendent shall be responsible for supervising all administrative personnel.

Administrative Intern Program

The board may establish, by contract with an approved administrator training institution, an administrative intern program.

Travel Expense and Reimbursement

Travel expense for administrative staff shall be provided in accordance with CEF and GAN.

Approved;;7/03

CGI Administrator Evaluation (See CEI and GAK)

CGI

Administrative personnel shall be evaluated in writing by the superintendent in accordance with legal requirements for the first four years of employment and at least annually thereafter. Administrative personnel files and evaluations shall be available only to the board, the appropriate administrator, the superintendent, and others authorized by law.

The board's procedures concerning evaluation of district administrators shall be on file with the clerk in the central office and may be published in the appropriate handbook.

Approved: KASB Recommendation – 01/02; 4/07; 6/14

USD 417 Approved 7/2014

**CGK Suspension**

**CGK**

The superintendent shall have the authority to suspend district administrators with pay pending further board action.

The superintendent may suspend administrators with pay for any reason, including, but not limited to, one or more of the following: alleged violation of or failure to implement board policy, rule, or regulation; refusal or failure to follow a reasonable directive of the administrator's supervisor, the superintendent, or the board; the filing of a complaint against the administrator with any civil or criminal authority; the alleged commission of an offense involving moral turpitude; or other good cause.

If a suspension without pay is imposed on an administrator, the administrator is entitled to pay until the administrator has been advised of the basis for suspension and has been given an opportunity to respond.

Approved:

KASB Recommendation – 6/19

CJ Consultants (See BBG)

CJ

— The administration may use professional consultants. Consultants shall be approved by the board in advance.

Approved: JUL 20 1998

CK Professional Development Opportunities

CK

The board may require administrators to attend summer sessions, conferences, workshops or other activities which will directly benefit the schools. Expenses may be paid by the district to attend meetings approved by the superintendent.

Approved: JUL 20 1998

CL Councils, Cabinets and Committees

CL

— The board advocates the administrative team concept of school administration and hereby establishes an administrative council.

Method of Appointment

All administrators are automatically members of the administrative council.

Organization

The superintendent shall serve as the chair of the administrative council and, with the recommendations of the council, will determine the council's organization.

Resources

The administrative council shall have at its disposal all of the personnel resources of the district normally used by the professional staff. With board approval, the council may utilize outside consultants and resources to implement the council's activities.

Material

The administrative council may utilize material purchased by the district to implement the council's activities.

Financial

The superintendent may recommend a budget to the board for the administrative council.

Reporting

The board may call for reports from the administrative council. Reports should pertain to the activities of the council and may take the form of recommendations to the board.

Approved: JUN 24 1968



CL-R Councils, Cabinets and Committees

CL-R

— Administrative council meetings shall be held at times deemed appropriate by the chair. All members of the council shall attend regular board meetings of the board unless excused by the board.

Financial

Funds for the administrative council's budget shall be included in the district's general fund.

Approved: JUL 20 1998

**CM Policy Implementation** (See BDA, CGK, CMA, GAA, and JA)

**CM**

Administrative employees who fail to implement board policies may, by board action, be suspended without pay, demoted, placed on probation, nonrenewed, or terminated.

Approved:

KASB Recommendation – 6/00; 01/02; 4/07; 6/19

## **Policy Implementation**

**CM**

(See BDA, CGK, GAA, and JA)

Administrative employees who fail to implement board policies may, by board action, be suspended without pay, demoted, placed on probation, nonrenewed, or terminated.

Approved: 07/11/2022

KASB Recommendation – 6/00; 01/02; 4/07; 6/19; 6/22

## **CN Public Records**

CN

(See BE, CNA, ECA, HAI, IDAE, II, JGGA, and JR et seq.)

The board designates the superintendent as its Freedom of Information Officer. The Freedom of Information Officer shall have the authority to establish and maintain a system of records in accordance with the Kansas Open Records Act and other applicable laws. The board further assigns the clerk to handle requests for records and to serve as the custodian of the records. The custodian shall prominently display and distribute or otherwise make available to the public a brochure concerning record access in the form prescribed by the local Freedom of Information Officer.

### **Types of Records**

A public record means any recorded information, regardless of form or characteristics, which is made, maintained, kept by, or in the possession of the district, including those exhibited at public board meetings.

### **Central Office Records**

Records maintained by the superintendent shall include, but may not be limited to, the following: financial, personnel, and property (both real and personal) owned by the district.

### **Building Records**

Records maintained by the building principals shall include, but may not be limited to, the following: activity funds, student records, and personnel records. (See JR et seq.)

**Public Access**

All records, except those subject to exception by the Kansas Open Records Act, shall be open to inspection by the general public during regular office hours of any school or the district office. The superintendent will establish procedures for making records available on normal business days when district offices are closed. The district may charge and require advance payment of a fee for providing access to or furnishing copies of public records.

Requests for access to open records shall be made in writing to an official custodian of district records. The official custodian shall examine each request to determine whether the record requested is an open record or is subject to an exception of the Kansas Open Records Act that would allow the record to remain closed. The custodian may also refuse to provide access to a public record or to permit inspection if a request places an unreasonable burden in producing public records or if the custodian has reason to believe that repeated requests are intended to disrupt other essential functions of the district. The custodian shall either grant or deny each request.

If the custodian does not grant the request, the person requesting the record shall receive a written explanation of the reason for the denial within three days of the request, if an explanation is requested. If the requester disagrees with the explanation, the freedom of information officer shall settle the dispute.

Each request for access to a public record shall be acted upon as soon as possible, but not later than the end of the third business day following the date that the request is received. If the request is not acted on immediately,

the custodian shall inform the requester, within the three-day window, when and where the open record will be made available.

Each custodian shall file all requests and their dispositions in the appropriate office and make reports as requested by the superintendent or the board.

**Copies of Records**

Copies of open records shall be available upon written request, unless otherwise specified in Kansas or federal law. Requestors may only make abstracts or obtain copies of public records to which they have access under the Kansas Open Records Act. The district shall not be required to provide copies of radio or recording tapes or discs, video tapes, films, pictures, slides, graphics, illustrations, or similar audio or visual items or devices, unless such items or devices were shown or played during open session of a district board meeting. Similarly, the district shall not be required to provide such items or devices which are copyrighted by a person other than the board. Furthermore, nothing in the Kansas Open Records Act requires the district to electronically make copies available by allowing a requestor to obtain copies by inserting, connecting, or otherwise attaching an electronic device provided by the requestor to the computer or other electronic device of the district.

Advance payment of the expense of providing access to or furnishing copies of open records shall be borne by the requestor. Under no circumstances shall the documents be allowed out of their usual building location without approval of the official custodian.

The board may prescribe reasonable fees for providing access to or furnishing copies of public records, subject to the following:

- In the case of fees for copies of records, the fees shall not exceed the actual cost of furnishing copies, including the cost of staff time required to make the information available and printing fees of cents per page, as applicable;
- In the case of fees for providing access to records maintained on computer facilities, the fees shall include only the cost of any computer services, including staff time required.

Revenue from copying open records will be deposited in the district's general fund.

#### Disposition

All district office records shall be kept for at least the minimum length of time required by law.

The clerk is designated as the official custodian of all board and district office records maintained by the district. Each building principal is designated as official custodian of all records maintained at the building level. In addition to those records required by law, the clerk shall be responsible for preparing and keeping other records necessary for the district's efficient operation.

District employees shall follow the guidelines found in the student records policies. (See IDAE and JR through JRD)

Approved: 08/12/2019

KASB Recommendation - 6/00; 01/02; 4/07; 6/07; 12/16; 12/18; 6/19

**CNA   Document Production, Including Electronic Information \*   CNA**  
(See BCBK, BE, CN, ECA, IDAE, II, JGGA, JR et seq. and KBA)

Destroying Documents

After the district receives knowledge of legal action against the district or its employees, no documents or electronic information pertaining to the subject of the action, maintained in any form, may be destroyed as long as the legal action is pending.

Approved:

KASB Recommendation – 02/07; 4/07; 6/07; 6/19

\* For detailed information, see Federal Rules of Civil Procedure. 34 Production of Documents, Electronically Stored Information.



## CO Reports

CO

- The board may require reports from the staff.

### Types

The superintendent shall submit to the board an annual report summarizing the district's operations for the preceding school year. The superintendent shall present a monthly budget report to the board. The board delegates to the superintendent the authority to request reports from any staff member.

### Dissemination (See JR et seq.)

The board, upon request, shall receive copies of all reports submitted to the superintendent. Copies of staff reports may be sent to staff members for their confidential use if the superintendent approves. Staff reports shall be made public only with board approval.

Approved: JUL 20 1998

## CO-R Reports

CO-R

### Types

The superintendent's annual report shall be submitted to the board 30 days after the end of the school year. If the superintendent resigns or leaves the district, the annual report shall be submitted to the board prior to final payment of compensation under the employment contract.

The superintendent's monthly budget report shall be included in the board's agenda and shall include each account, the original appropriation, the amount expended to date, the amount encumbered to date, and the remaining balance in each account.

Approved: JUL 20 1998