

SUPERINTENDENT DIRECTIONS

In the section entitled Ends Policies we state the desired educational outcomes for the District. It is the role of the Superintendent to provide the means to these ends. The Board does not attempt to prescribe the methods or practices of the Superintendent in accomplishing the District goals. We believe that to tell the staff how to accomplish ends would impede creativity and innovation. However, we do believe that certain means may not be justified by the ends. Some means are not appropriate, even if they work! The following Superintendent Directions define those procedures and behaviors that are appropriate. Within these boundaries, the Superintendent is free to take whatever steps seem advisable to reach District goals without further authorization from the Board.

GLOBAL SUPERINTENDENT DIRECTIONS (LEVEL 1):

The Superintendent shall ensure that practices, activities, decisions, and organizational circumstances comply with (a) any applicable or relevant requirements of the U.S. or Iowa Constitutions, laws, court decisions, administrative regulations and requirements;(b) binding contracts; and, (c) commonly accepted standards of professional and business ethics and prudence.

POSITIVE STAKE HOLDER RELATIONS (LEVEL 2a):

With respect to interactions with stakeholders the Superintendent shall ensure that conditions, procedures, or decisions are safe, dignified, and that provide appropriate confidentiality and privacy.

The Superintendent shall (LEVEL 3a):

1. Establish with stakeholders a clear understanding of their rights and the services they may expect from the District.
2. Use application forms that elicit information for which there is clear need.
3. Use methods of collecting, reviewing, transmitting, or storing information that protect against improper access to that information.
4. Respond to communications (such as by phone, mail, e-mail) as promptly as reasonably would be expected.
5. Prohibit the use of abusive language and other behavior generally considered to be lacking in civility and respect for others.

6. Prohibit school based programs/activities sponsored by outside groups that are in conflict with district curricula or Administrative Policy 1003.4 Soliciting and Advertising Directed to Students.
7. Provide a grievance process to those who believe they have not been accorded a reasonable interpretation of their rights under this policy (see Appendix 6, Board Complaint Process and Administrative Policy numbers 402.10 and 1002.2).
8. Direct staff to review academic achievement data with parent(s) or guardian(s). The review shall include students level of performance, the academic achievement, support and interventions identified if needed, and any needed recommendations for parental participation.
9. Develop a plan to achieve and maintain the diversity goals established by the board.
10. Achieve the diversity goals for grades K-8 by the 2018-2019 school year, and maintain a demonstrable pace toward achieving those goals of at least 20% progress on the diversity plan annually prior to that school year.
11. Achieve the diversity goals for grades 9-12 by the 2015-2016 school year.
12. Not create of non-contiguous attendance zones with either high or low minority student populations.
13. Work to reduce the number of non-contiguous attendance zones.

STAFF RELATIONS (LEVEL 2b):

With respect to staff and volunteers of the District the Superintendent shall ensure conditions that are dignified and consistent with the mission of public school system.

The Superintendent shall (LEVEL 3b):

1. Operate within the written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful actions such as nepotism and grossly preferential treatment for personal reasons.
2. Allow any staff member to express an ethical dissent, without consequence.
3. Allow staff members to communicate with Board members, either individually or as a Board, with regard to any matter, especially any assertions that board policies have been violated or that those policies do not adequately protect their human rights.
4. Inform staff of their rights under this policy.
5. Develop a plan to assure equitable use of the District's resources in pursuit of diversity within buildings and classrooms.

FINANCIAL PLANNING AND BUDGETING (LEVEL 2c):

Financial planning for the whole or any part of a fiscal year shall conform to the Board's Ends priorities, ensure financial stability, and be derived from a multiyear forecast.

The Superintendent shall (LEVEL 3c):

1. Provide the Board, and public, with (a) a budget document that contains sufficient information to enable credible projection of, among other things, revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions; and, (b) additional budget information in a form that is designed to be understood by the media and public.
2. Prepare budgets that ensure that the expenditures in any fiscal year are less than the funds conservatively projected to be received in that period.
3. Plan to maintain "unspent, unobligated balances" of between 5% and 10% of budget authority.
4. Inform and involve the Board in all significant aspects of planning for the construction of new buildings and building additions and all other Physical Plant Equipment Levy (PPEL) and Secure an Advanced Vision for Education (SAVE) expenditures exceeding one million dollars.
5. Maintain a PPEL fund balance of between 5% and 10% of total annual revenue, excluding dollars retained for specific purposes.
6. Maintain a SAVE fund balance of between 5% and 10% of the average yearly SAVE revenues remaining, after deducting revenues retained for specific purposes.

ONGOING FINANCIAL ACTIVITIES (LEVEL 2d):

With respect to the actual, ongoing financial condition and activities the Superintendent shall ensure the development of fiscal stability and prevent material deviation of actual expenditures from the budget.

The Superintendent shall (LEVEL 3d):

1. Ensure District debt can be repaid by certain, and otherwise unencumbered revenues, within sixty days (with the exception of Board-approved long-term bonded indebtedness - such as for new school buildings).
2. Ensure government-required payments or reports are on time and accurate.
3. Provide the Board with quarterly summaries of the financial condition of the District.
4. Provide notice to the Board in advance of any General Fund, PPEL, or SAVE Fund noncontractual expenditure equal to or greater than \$100,000. Splitting orders to avoid this limit is not appropriate.
5. Receive approval from the Board in advance of execution of any contract or agreement equal to or greater than \$25,000. Splitting orders to avoid this limit is not appropriate.
6. Disclose in the quarterly summaries a decrease of more than 1 percentage point in the projected unspent, unobligated balance expressed as a percentage of the budget authority.

ASSET PROTECTION (LEVEL 2e):

The Superintendent shall ensure the District's assets are protected, adequately maintained, and free from unnecessary risk.

The Superintendent shall (LEVEL 3e)

1. Provide adequate insurance coverage for losses due to theft, casualty or liability for the District as an entity, or appropriate liability insurance coverage for its employees and Board members.
 2. Prevent unbonded personnel from having access to material amounts of funds.
3. Prevent school buildings as well as other physical plant and equipment suffering from unnecessary and improper wear and tear, or insufficient regular maintenance.
4. Ensure the District, its employees, and the Board are not unnecessarily exposed to claims of liability.
5. Follow normal business practices of ethics and prudence with regard to purchases, considering, among other things, competitive bidding, benefit-cost analysis, and the appearance of as well as real conflicts of interest.
6. Protect intellectual property, information, and files from loss or significant damage.
7. Comply with generally accepted auditing practices and controls with regard to the receipt, processing and disbursement of funds.
8. Invest or hold operating capital in ways that conservatively optimize the District's balance between return and risk.
9. Protect the District's public image or credibility from things that would hinder the accomplishment of its mission.

COMPENSATION AND BENEFITS (LEVEL 2f):

The Superintendent shall ensure the District's fiscal integrity and public image with respect to staff employment, compensation and benefits, and conduct bargaining unit negotiations with the maximum possible mutual respect and good will, recognizing that all parties are professionals and co-workers in a common enterprise.

COMMUNICATION WITH AND SUPPORT TO THE BOARD (LEVEL 2g):

The Superintendent shall ensure the Board is informed and shall provide for such staff and other support as it shall require for its work.

The Superintendent shall (LEVEL 3g):

1. Regularly provide the Board with two categories of information in a timely, accurate, and understandable fashion: (a) that which is necessary to monitor achievement of the Board's "Ends" and compliance with these Superintendent Directions; and, (b) that which the Board requests as a part of an overall "Management Information Reporting System" designed to keep it informed of District operations generally, even though action on such matters has been delegated to the Superintendent. (See Appendix 3)
2. Make the Board aware of such additional information as in his/her judgment relates to relevant District trends, anticipated adverse media coverage, material external or internal changes (particularly those that affect the assumptions on which previous Board policies have been established). Status reports regarding ongoing crises or disasters shall be provided Board members as soon as is consistent with the Superintendent's other responsibilities at the time.
3. Inform the Board whenever in his/her judgment the Board is not in compliance with its own policies regarding Governance and Board-Superintendent Linkage, especially in any circumstance in which the Superintendent believes Board behavior is detrimental to the working relationship between the Board and Superintendent.
4. Make available without delay negative information regarding the District's performance, staff, or public image.
5. Include as much internal and external data, research, staff and other opinions and points of view as are needed for fully informed Board deliberations and choices when presenting information, proposals, or analyses to the Board upon her/his own motion, or upon Board request.
6. Comply with reasonable requests by individual Board members and the Board President for information, meetings with him/her, or other personnel, although communications normally will be with the entire Board.
7. Supply for the consent agenda all items delegated to the Superintendent by the Board, and yet still required by law or contract to be Board approved, along with such monitoring assurance as may be relevant.

FACILITIES LEARNING ENVIRONMENT (LEVEL 2h):

The Superintendent shall continuously improve District facilities by optimizing the relationship between facilities and enhanced student learning.

The Superintendent shall (LEVEL 3h):

1. Promote a policy that facilities improvements will be data-driven and research based.
2. Require that the process to fund facilities improvements, due to the unique electoral cooperation that is necessary between stake-holding voters and the ICCSD, be democratic, inclusive and consensus-building.

3. Address immediate, short-term and long-term capital needs planning, while being cognizant of grant opportunities and of local, state and federal legal compliance issues.
4. Pursue continuous facilities improvement with consideration of the guiding principles of equity, capacity, fiscal responsibility, accessibility, safety, schools serving neighborhoods, environmental responsibility, legal compliance, and regional compatibility. (See Appendix 5)

SAFE ENVIRONMENT (LEVEL 2i):

The Superintendent shall ensure a school environment in which students and staff feel safe.

The Superintendent shall (LEVEL 3i):

1. Implement policies and practices which provide safe, secure, and accessible physical surroundings, including school buildings, grounds and district sponsored transportation services.
2. Ensure adequate response plans for threats to safety from crisis situations such as fire, severe storms, bombs, weapons, intruders, or stalkers.
3. Consistently enforce site based school discipline policies, and district policies prohibiting violence, aggression, weapons, bullying, harassment, hazing, intimidation, substance abuse, and gang activity.
4. Ensure all District employees are knowledgeable and compliant with District policies contained in Level 3i1.

LEARNING ENVIRONMENT (LEVEL 2j):

The Superintendent shall provide a process for continual review and improvement of the district's learning environment and learning supports that is data-driven and research based.

The Superintendent shall (LEVEL 3j):

1. Provide a process for continual review and improvement of district curriculum, course offerings, and graduation requirements.
2. Provide a process for continual review and improvement of student learning opportunities and performance.
3. Provide a process for continual review and improvement of the district staff development program.
4. Provide a process to optimize the diversity of District staff in order to reflect the diversity of our student population.
5. Provide attendance zones that are educationally appropriate and fiscally sustainable. Annual attendance zone review and biennial adjustment proposals shall consider all factors relevant to academic opportunity and student achievement and include, but not be limited to, the following access to opportunity gaps: English Language Learner

status, Special Education Learner status, Socio-Economic Learner status, and those factors enumerated in Board Policy Appendix 5.

School population aspirational goals are no more than:

- English Language Learner status: 20%
- Special Education Learner Status: 20%
- Socio-Economic Learner Status (identified as low-SES students in the district’s student data management system): 50% (Board Policy 102)

6. Provide pupil teacher ratios that are educationally appropriate and fiscally sustainable. Annual pupil teacher ratio review and implementation shall consider all factors relevant to academic opportunity and student achievement and include, but not be limited to, the following access to opportunity gaps: English Language Learner status, Special Education Learner status, and Socio-Economic Learner status.

General education classroom aspirational goals are no more than:

Identified Opportunity Gaps	Kindergarten	Grades 1-2	Grades 3-6	Grades 7-8	Grades 9-12
WRAM 1	20	20	24	26-32	28-34
WRAM 2	22	22	26	26-32	28-34
WRAM 3	24	24	28	26-32	28-34
WRAM 4	24	26	30	26-32	28-34
WRAM 5	24	28	32	26-32	28-34

7. Provide a process for continual review and improvement of school climate.

SUPERINTENDENT PROFESSIONAL DEVELOPMENT (LEVEL 2k):

The Superintendent shall seek annual professional development opportunities that are well focused and appropriately related to current district goals or specifically designed to improve his/her professional skills.

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