

**IASB POLICY REFERENCE MANUAL
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General School Administration

Goals and Objectives

The Superintendent directs the administration in order to manage the School District and to facilitate the implementation of a quality educational program in alignment with Board policy 1:30, *School District Philosophy*. Specific goals and objectives are to:

1. Effectively and efficiently manage the District's programs and buildings,
2. Provide educational expertise,
3. Develop and maintain channels for communication between the school and community,
4. Develop an administrative procedures manual implementing School Board policy,
5. Skillfully manage the District's fiscal and business activities,
6. Plan, organize, implement, and evaluate educational programs, and
7. Meet or exceed student performance and academic improvement goals established by the School Board.

LEGAL REF.: 105 ILCS 5/10-16.7, 5/10-21.4, and 5/10-21.4a.

CROSS REF.: 1:30 (School District Philosophy), 2:20 (Powers and Duties of the School Board), 2:130 (Board Superintendent Relationship), 3:40 (Superintendent), 3:50 (Administrative Personnel Other Than the Superintendent), 3:60 (Administrative Responsibility of the Building Principal), 6:10 (Educational Philosophy and Objectives)

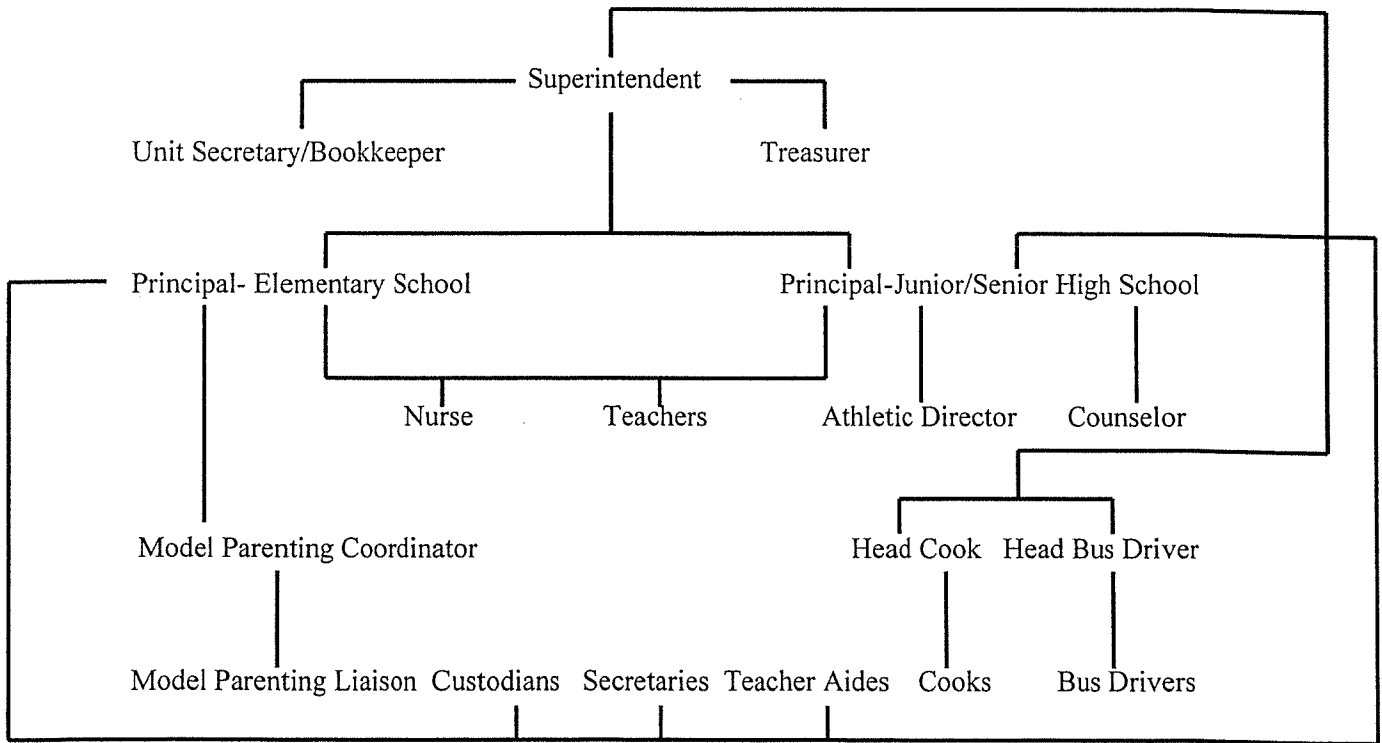
General School Administration

Line and Staff Relations

The Superintendent shall develop an organizational chart indicating the channels of authority and reporting relationships for school personnel. These channels should be followed, and no level should be by-passed except in unusual situations.

All personnel should refer matters requiring administrative action to the responsible administrator, and may appeal a decision to a higher administrative officer. Whenever possible, each employee should be responsible to only one immediate supervisor. Where this is not possible, the division of responsibility must be clear.

REF.: 2:140 (Communications To and From the Board), 8:110 (Public Complaints)



General School Administration

Superintendent 1

Duties and Authority

The Superintendent is the District's executive officer and is responsible for the administration and management of the District schools in accordance with School Board policies and directives, and State and federal law. District management duties include, without limitation, preparing, submitting, publishing, and posting reports and notifications as required by State and federal law. ² The Superintendent is authorized to develop administrative procedures and take other action as needed to implement Board policy and otherwise fulfill his or her responsibilities. The Superintendent may delegate to other District staff members the exercise of any powers and the discharge of any duties imposed upon the Superintendent by Board policies or by Board vote. The delegation of power or duty, however, shall not relieve the Superintendent of responsibility for the action that was delegated.³

Qualifications

The Superintendent must be of good character and of unquestionable morals and integrity. The Superintendent shall have the experience and the skills necessary to work effectively with the Board, District employees, students, and the community. The Superintendent shall have a valid

¹ State law controls this policy's content. Unless the district has only one school with less than 4 teachers, the board must employ a superintendent (105 ILCS 5/10-21.4). This statute assigns some specific duties to the superintendent including to: (1) make recommendations to the board concerning the budget, building plans, the locations of sites, the selection, retention, and dismissal of teachers and all other employees, the selection of textbooks, instructional material, and courses of study, (2) report to the board, ISBE, and chief administrative official any employee named in an abused child report, and (3) keep or cause to be kept the records and accounts as directed and required by the board, aid in making reports required by the board, and perform such other duties as the board may delegate to him/her. 105 ILCS 5/10-16.7 requires boards to direct, through policy, the superintendent, in his or her charge of the district's administration.

According to 105 ILCS 5/10-23.8, a superintendent may be employed under: (1) a one-year contract, in which case he or she gains and retains tenure rights, or (2) a multi-year performance-based contract, in which case he or she waives all tenure rights. A multi-year performance-based contract must contain specific student performance and academic improvement goals and indicators; see *Superintendent Performance Contracts*, available at www.iasb/law/perfcont.cfm.

With limited exceptions, any individual serving as a first-time superintendent in Illinois must participate in a mentoring program for 2 school years in accordance with the ISBE requirements (105 ILCS 5/2-3.53b, added by P.A. 96-62). Under the superintendent mentoring program, a provider selected by ISBE will assign a mentor to a new superintendent based on similarity of grade level or type of district, learning needs, and geographical proximity. The mentor must not be required to evaluate the new superintendent on the basis of the mentoring relationship.

² Among the required reports/notices added in 2009 are:

1. An itemized compensation report for every employee holding an administrative certificate and working in that capacity that must annually be presented to the board and published on the district's website, if any, on or before October 1 (105 ILCS 5/10-20.46, added by P.A. 96-434, *the identical statutory section number was used in P.A. 96-266*).
2. A description of the district and its records that must be prominently displayed at the administrative office and posted on the district website (5 ILCS 140/4, amended by P.A.96-542, eff. 1-1-10).
3. A salary information report for the superintendent and all administrators and teachers that is annually given to ISBE on or before July 1 (105 ILCS 5/10-20.46, added by P.A. 96-266, eff. 1-1-10; *the identical statutory section number was used in P.A. 96-434*).
4. A written notification to the State Superintendent and applicable regional superintendent that a certificate holder was dismissed or resigned as a result of an intentional act of abuse or neglect (105 ILCS 5/10-21.9(e-5), amended by P.A. 96-431).

While not comprehensive, see the IASB's *Annual School Calendar* for more required reports, www.iasb.com/law/cal10.cfm.

³ This paragraph strengthens the policy's connection to the IASB's *Foundational Principles of Effective Governance*. It allows the superintendent broad delegation authority even when a policy fails to specifically provide for delegation.

administrative certificate with the superintendent endorsement issued by the State Certification Board. ⁴

Evaluation

The Board will evaluate, at least annually, the Superintendent's performance and effectiveness, using standards and objectives developed by the Superintendent and Board that are consistent with the Board's policies and the Superintendent's contract. ⁵ A specific time should be designated for a formal evaluation session with all Board members present. The evaluation should include a discussion of professional strengths as well as performance areas needing improvement.

The Superintendent shall annually present evidence of professional growth through attendance at educational conferences, in-service training, or similar continuing education pursuits. ⁶

Compensation and Benefits

The Board and the Superintendent shall enter into an employment agreement that conforms to Board policy and State law. This contract shall govern the employment relationship between the Board and the Superintendent. The terms of the Superintendent's employment agreement, when in conflict with this policy, will control.

LEGAL REF.: 105 ILCS 5/10-16.7, 5/10-20.46, 5/10-21.4, 5/10-23.8, 5/21-7.1, 5/24-11, and 5/24A-3.
23 Ill.Admin.Code §§1.310 and 29.130.

CROSS REF: 2:20 (Powers and Duties of the School Board), 2:130 (Board-Superintendent Relationship), 2:240 (Board Policy Development), 3:10 (Goals and Objectives)

⁴ Residency requirements, if desired, should be included in a superintendent's employment contract. 105 ILCS 5/21-7.1(e)(4) governs administrative certificates and superintendent endorsements. See also 23 Ill.Admin.Code §§25.360, 29.100 and 29.130.

⁵ 105 ILCS 5/10-16.7 requires a board to evaluate the superintendent. While greater detail may be added to this paragraph (e.g., a timeline, self-evaluation provision, and discussion requirements), a board must be sure that this policy provision and the superintendent's contract are consistent.

⁶ The reporting requirements in this paragraph are optional, but superintendents, along with other administrators who evaluate certificated personnel, must participate at least once every 2 years in an ISBE-approved workshop on evaluation (105 ILCS 5/24A-3). Continuing professional education is required for administrative certificate renewal (105 ILCS 5/21-7.1).

General School Administration

Administrative Personnel Other Than the Superintendent ¹

Duties and Authority

The School Board establishes District administrative and supervisory positions in accordance with the District's needs and State law. The general duties and authority of each administrative or supervisory position are approved by the Board, upon the Superintendent's recommendation, and contained in the respective position's job description. ² In the event of a conflict, State law and/or the administrator's employment agreement shall control.

Qualifications

All administrative personnel shall be appropriately certificated and shall meet all applicable requirements contained in State law and Illinois State Board of Education rule. ³

Evaluation

The Superintendent or designee shall evaluate all administrative personnel and make employment and salary recommendations to the Board. ⁴

Administrators shall annually present evidence to the Superintendent of professional growth through attendance at educational conferences, additional schooling, in-service training, and Illinois Administrators' Academy courses, or through other means as approved by the Superintendent. ⁵

The footnotes are not intended to be part of the adopted policy; they should be removed before the policy is adopted.

¹ State or federal law controls this policy's content.

² Job descriptions are advisable, but optional. See policy 5:30, *Hiring Process and Criteria*, for a discussion of job descriptions. An ISBE rule (23 Ill.Admin.Code §1.310) allows *divided service*, meaning that a superintendent or principal may be employed by two school districts or serve in 2 professional capacities provided that full-time equivalency results in a maximum of one full-time position. In districts with an enrollment of 100 or fewer, an individual may serve as superintendent/principal and teach up to ½ day.

³ 105 ILCS 5/21-7.1 and its implementing rule 23 Ill.Admin.Code §1.705 contain administrative certificate requirements. The following option may be added at the end of this paragraph:

Administrative personnel must reside in the District within a specified period as provided in their applicable employment agreement.

State law (105 ILCS 5/24-4.1) prohibiting residency requirements for teachers does not apply to non-instructional personnel, e.g., assistant principals. *Owen v. Kankakee School Dist.*, 632 N.E.2d 1073 (Ill.App.3, 1994). A board may impose residency requirements on a principal only if the principal's initial contract with the district made residency an express condition of his or her employment or continued employment as a principal (105 ILCS 5/10-21.4a). This limitation applies regardless of the date of the principal's initial employment as principal. Residency within a district may not be considered in determining a principal's compensation, assignment, or transfer (Id.).

⁴ Administrative personnel must be evaluated (105 ILCS 5/24A-1 and 5/24A-4, amended by P.A.s 96-861 and 96-1423).

⁵ The professional growth reporting requirements in this paragraph are optional. However, continuing professional education is required for administrative certificate renewal (105 ILCS 5/21-7.1(c), amended by P.A. 96-56).

A school board must require the administrators who evaluate employees to participate in an in-service training on the evaluation of certificated personnel that is provided or approved by ISBE (105 ILCS 5/24A-3 and 105 ILCS 5/24A-20(a)(4), amended by P.A. 96-861). This in-service training is also referred to as *evaluation training*. Administrative personnel must participate in this training (1) before they evaluate, and (2) at least once during each certificate renewal cycle (Id.).

Administrative Work Year

The work year for administrators shall be the same as the District's fiscal year, July 1 through June 30, unless otherwise stated in the employment agreement. In addition to legal holidays, administrators shall have vacation periods as approved by the Superintendent. All administrators shall be available for work when their services are necessary. ⁶

Compensation and Benefits

The Board will consider the Superintendent's recommendations when setting compensation for individual administrators. These recommendations should be presented to the Board no later than the March Board meeting or at such earlier time that will allow the Board to consider contract renewal and nonrenewal issues. ⁷

Unless stated otherwise in individual employment contracts, all benefits and leaves of absence available to teaching personnel are available to administrative personnel. ⁸

LEGAL REF: 105 ILCS 5/10-21.4a, 5/21-7.1, 5/24A-1, 5/24A-3, 5/24A-4, and 5/24A-20.
23 Ill.Admin.Code §§1.310 and 1.705.

CROSS REF: 3:60 (Administrative Responsibility of the Building Principal), 5:30 (Hiring Process and Criteria), 5:250 (Leaves of Absence)

After September 1, 2012, administrators who evaluate employees may not do so until successful completion of a *pre-qualification* evaluator training program provided or approved by ISBE (105 ILCS 5/24A-3(b), amended by P.A. 96-861). ISBE and the Performance Evaluation Advisory Council must develop this pre-qualification evaluator training program as required by 105 ILCS 5/24A-20(a)(3), amended by P.A. 96-861. The program's purpose is to ensure that an evaluator's rating properly aligns to the performance indicators required by the Performance Evaluation Reform Act of 2010 (*Id.*).

⁶ Legal holidays are provided by 105 ILCS 5/24-2. State law does not provide for vacation periods. See policy 5:330, *Sick Days, Vacation, Holidays, and Leaves*, for a sample vacation policy.

⁷ State law does not address when salary issues should be presented to, or considered by, the board. The March deadline was chosen because the contract year is typically July 1 - June 30 and districts need adequate time to consider non-renewals and demotions before giving statutory notice. Alternatively, the policy could require that recommendations be presented "in a timely manner."

⁸ State law does not require that administrative and teaching personnel receive identical benefits and leaves of absence, but it does set the minimum in days and type for all certificated personnel. See policy 5:250, *Leaves of Absence*, for the leaves of absence provided by State law.

General School Administration

Administrative Responsibility of the Building Principal

The School Board, upon the recommendation of the Superintendent, employs Building Principals as the chief administrators and instructional leaders of their assigned schools. The primary responsibility of a Building Principal is the improvement of instruction. Each Building Principal shall perform all duties as described in The School Code as well as such other duties as specified in his or her employment agreement or as agreed upon by the Building Principal and Superintendent.

The Superintendent or designee shall develop and maintain a principal evaluation plan that complies with Section 24A-15 of The School Code. Using that plan, the Superintendent or designee shall evaluate each Building Principal. The Superintendent or designee may conduct additional evaluations.

The School Board and each Building Principal shall enter into an employment agreement that conforms to Board policy and State law. The terms of an individual employment contract, when in conflict with the evaluation plan or this policy, will control.

LEGAL REF.: 10 ILCS 5/4-6.2.
105 ILCS 5/2-3.53a, 5/10-20.14, 5/10-21.4a, and 5/24A-15.
105 ILCS 127/1 et seq.

CROSS REF.: 3:50 (Administrative Personnel Other Than the Superintendent), 5:250 (Leave of Absence)

General School Administration

Administrative Procedure - Succession Plan

If the Superintendent, Building Principal, or other administrator is temporarily absent, the succession of authority and responsibility of the respective office shall be as stated below. If the first person on the succession list is unavailable, the second person shall be the responsible person and so on in order through the list. The designated individual shall communicate with the School Board President in cases of importance and/or emergency.

Superintendent

Junior/Senior High School Principal or Elementary School
Principal

School District Guidance Counselor

School Board President

Building Principal

Elementary School Principal or Junior/Senior High School
Principal

School District Guidance Counselor

School Board President
