

**CONCEPTS AND ROLES**

The School Board expects the administration to promote the creation of the best possible educational program and to maintain an environment conducive to learning. The Superintendent shall provide the vision and educational leadership in this effort and shall give top priority to meeting the needs of all students and actively helping teachers raise academic achievement.

The Board may employ administrative and supervisory personnel to assist in the effective management of the district. The Board expects the Superintendent to recognize, develop and use the leadership abilities of staff.

The Superintendent or designee shall develop decision-making processes which are responsive to the school community and to the specific needs of individual students. He/she shall provide means by which staff, students and parents/guardians at each school may participate in decisions related to school improvement and matters which the Board identifies as appropriately managed at the school site level. The administration shall provide professional advice to the Board and to citizen advisory committees.

*(cf. 0420 - School-Based Management/ Site Councils)*

*(cf. 1220 - Citizen Advisory Committees)*

*(cf. 2230 - Representative and Deliberative Groups)*

*(cf. 8000 - Advisory School Boards)*

The Board desires to give all administrators the authority they need in order to carry out their assigned responsibilities. The Board shall clearly state what it expects of the Superintendent and shall evaluate him/her on how well those expectations have been met. In turn, the Superintendent or designee shall clearly state what is expected of all other administrators and shall evaluate how well those expectations have been met.

Administrators shall work toward the educational goals adopted by the Board within the guidelines established by law, Board policy and employee agreements.

*(cf. 4300 - Management, Supervisory and Confidential Personnel)*

*(cf. 4315 - Evaluation/ Supervision)*

*(cf. 4319.3 - Duties of Personnel)*

*Legal Reference:*

ALASKA STATUTES

14.08.111 Duties (Regional School Boards)

14.14.110 Cooperation with other districts

14.14.130 Chief School Administrator

**KETCHIKAN GATEWAY BOROUGH SCHOOL DISTRICT**

**Adoption Date: 10/13/99**

## **CONCEPTS AND ROLES**

### **Code of Ethics**

An educational administrator's professional behavior must conform to an ethical code. The code must be idealistic and at the same time practical, so that it can apply reasonably to all educational administrators.

The administrator acknowledges that the schools belong to the public they serve for the purpose of providing educational opportunities to all. However, the administrator assumes responsibility for providing professional leadership in the school and community.

This responsibility requires the administrator to maintain standards of exemplary professional conduct. It must be recognized that the administrator's actions will be viewed and appraised by the community, professional associates, and students. To these ends, the administrator subscribes to the following statements of standards.

The educational administrator:

1. Makes the well-being of students the fundamental value of all decision making and actions.
2. Fulfills professional responsibilities with honesty and integrity.
3. Supports the principle of due process and protects the civil and human rights of all individuals.
4. Obeys local, state, and national laws and does not knowingly join or support organizations that advocate, directly or indirectly, the overthrow of the government.
5. Implements the governing Board of education's policies and administrative rules and regulations.
6. Pursues appropriate measures to correct those laws, policies, and regulations that are not consistent with sound educational goals.
7. Avoids using positions for personal gain through political, social, religious, economic, or other influence.
8. Accepts academic degrees or professional certification only from duly accredited institutions.
9. Maintains the standards and seeks to improve the effectiveness of the profession through research and continuing professional development.

**CONCEPTS AND ROLES** (continued)

10. Honors all contracts until fulfillment, release or dissolution is mutually agreed upon by all parties to contract.

**ADMINISTRATIVE STAFF ORGANIZATION**

Authority originates with the publicly elected School Board and state laws and regulations. The Superintendent or designee may delegate authority and responsibility to the administrators and staff in accordance with law and Board policy.

The Superintendent shall organize the administrative staff in a manner which best enables the district to provide an effective program of instruction. He/she may adjust staff responsibilities to accommodate the district needs and/or individual capabilities.

*(cf. 2230 - Representative and Deliberative Groups)*  
*(cf. 4119.3 - Duties of Personnel)*

*Legal References:*

ALASKA STATUTES

14.08.111 *Duties (Regional School Boards)*

14.14.130 *Chief school administrator*

*Revised 9/97*

## **ORGANIZATION CHART/LINES OF RESPONSIBILITY**

All schools and departments shall form a single administrative system organized so that appropriate decision-making may take place at various levels in accordance with Board policy and administrative regulations. The Superintendent or designee shall maintain a current district organization chart, approved by the Board, which identifies lines of primary responsibility and the relationships between district positions.

The organization chart should clarify working relationships and functions. It is not intended to indicate all the lines of communication and cooperation which must exist to create successful and effective schools. The Superintendent or designee shall insure that all personnel understand to whom they are responsible and for what functions. Lines of responsibility should in no way prevent staff members at all levels from cooperating to develop the best possible school programs and services.

*(cf. 2120 - Superintendent of Schools)*

*(cf. 2210 - Administrative Leeway in Absence of Board Policy)*

*(cf. 4119.3 - Duties of Personnel)*

**SUPERINTENDENT OF SCHOOLS**

The Superintendent is the chief executive officer and educational leader of the district. He/she executes all School Board decisions and is accountable to the Board for managing the schools in accordance with the Board's policies. He/she informs the Board about school programs, practices and problems and provides professional advice on items requiring Board action.

The Board delegates to the Superintendent the power to make decisions concerning internal operations of the district. The Superintendent may delegate to other school staff any duties imposed upon him/her by the policies or vote of the Board, as far as the law permits. This delegation of power or duty shall not relieve the Superintendent of responsibility for actions taken by his/her designees.

The Superintendent shall have general supervision of all personnel and shall develop and execute consistent, fair and fiscally sound personnel procedures and practices, including an evaluation program for all district employees. He/she shall oversee all financial operations of the district and actively seek out new funding sources for the schools.

The Superintendent shall take an active leadership role in the development and improvement of the instructional program. He/she is expected to create a feeling of unity and enthusiasm among students and staff for the accomplishment of district goals.

The Superintendent shall articulate educational issues and values before the community and other governmental agencies. He/she shall be accessible to community members and shall work with them to further the district's goals and build a strong, positive community attitude toward the school system.

The Board expects the Superintendent to remain current on educational thought and practices by reading educational publications. Conference attendance, seminars and school visitations in the interest of improving the district's instructional program and overall operation will be supported to the extent permitted by the budget. The Superintendent shall inform the Board and staff of new developments and significant events in the field of education.

**Administration**

BP 2120(b)

**SUPERINTENDENT OF SCHOOLS** (continued)

*(cf. 2122 - Superintendent of Schools: Job Description)*

*Legal Reference:*

ALASKA STATUTES

14.08.111 *Duties (Regional School Boards)*

14.14.130 *Chief school administrator*

## **SUPERINTENDENT'S CONTRACT**

The School Board shall employ a Superintendent to serve as its chief administrative officer for a contract term of not more than three years. Prior to entering into an employment contract with the Superintendent, the Board shall have the contract reviewed by legal counsel.

The Board shall notify the Superintendent of its intention not to renew his/her contract early enough to ensure compliance with any notice requirements of the existing contract. Any extension of the life of the contract shall be contingent upon a satisfactory evaluation of the Superintendent's performance

*(cf. 2123 - Evaluation of the Superintendent)*

*Legal Reference:*

ALASKA STATUTES

14.14.130 *Chief School Administrator*

14.20.130 *Employment of teachers and administrators*

## **SUPERINTENDENT OF SCHOOLS: JOB DESCRIPTION**

The job of Superintendent entails many complex duties, some specified in law and some assigned by the Board. The Board shall provide the Superintendent with a job description that indicates his/her major responsibilities. The Board shall further define the Superintendent's responsibilities and duties through the adoption of Board policies.

The Superintendent may undertake outside professional activities such as speaking and writing, provided that the duties of his/her office receive adequate time and energy and always take precedence over any such outside activities

The qualifications of the Superintendent must equal or exceed the qualifications prescribed by the rules and regulations of the State Board of Education. A Masters degree and a valid State of Alaska administrative certificate with a Superintendent's endorsement shall be required..

*(cf. 2000 - Concepts and Roles)*  
*(cf. 2120 - Superintendent of Schools)*  
*(cf. 2123 - Evaluation of the Superintendent)*

*Legal Reference:*

ALASKA STATUTES  
14.14.130 Chief School Administrator

**Administration**

**KETCHIKAN GATEWAY BOROUGH SCHOOL DISTRICT**

**Adoption Date: 10/13/99**

AR 2122(a)

## **SUPERINTENDENT OF SCHOOLS**

### **Duties**

To carry out his/her responsibilities, the Board delegates commensurate authority to the superintendent as follows:

The superintendent:

1. shall carry out the goals of the District as determined by the Board annually.
2. shall attend all the meetings of the Board except when his own efficiency and salary are under consideration.
3. shall make recommendations to the Board, and otherwise advise the members regarding issues presented for deliberation. As the need arises, he shall propose new policies to the Board for adoption.
4. shall prepare rules and regulations interpreting School Board policies and be responsible for their enforcement.
5. shall submit an annual budget for the Board's approval and after its adoption shall direct the expenditures and prepare adequate and accurate financial reports of them.
6. shall acquaint the public with the activities and needs of the schools.
7. shall provide a leadership role with the staff and community to effect the advancement of the educational program.
8. shall be responsible for selecting, appointing, evaluating and otherwise controlling all school employees, both certified and classified employees, subject to the approval of the Board. He/she shall be responsible for the preparation and maintenance of a comprehensive, coordinated set of job descriptions for all administrative and supervisory personnel.
9. shall develop a system of regularly reporting to the Board on all aspects of the school program.
10. shall be responsible for plans for new school facilities.

### **Administration**

AR 2122(b)

## **SUPERINTENDENT OF SCHOOLS**

11. shall submit a proposal for the school calendar to the Board.
12. shall recommend to the Board new courses of study and suggest improvements in the curriculum as is expedient after consultation with building principals.
13. shall be responsible for in-service training programs for the school staff.
14. shall be generally responsible, through the principals, for assigning and scheduling pupils within their school unit.
15. shall perform such other duties as the Board may require and in the absence of specific policies, shall assume or perform any duty which may seem necessary and may, in case of emergency, suspend any policies pertaining to the administration of the schools. He/she shall report such action to the Board at their following meeting.

All official relationships between the Board and other administrators, teachers and classified staff are through the Superintendent of schools.

*(cf. 4115- Evaluation/ Supervisor)*

*(cf. 4215- Evaluation/ Supervisor)*

*(cf. 4315- Evaluation/ Supervisor)*

*Legal Reference:*

ALASKA STATUTES

*14.20.149 Employee Evaluation*

**KETCHIKAN GATEWAY BOROUGH SCHOOL DISTRICT**

**Adoption Date: 10/13/99**

**Administration**

BP 2123

**EVALUATION OF THE SUPERINTENDENT**

The Board believes that an annual evaluation of the Superintendent's performance strengthens working relationships between the Superintendent and the Board. The evaluation process should clarify the Superintendent's role and give the Board and Superintendent an opportunity to jointly identify immediate priorities among the Superintendent's many responsibilities. Evaluations also should help the Board to monitor progress toward established goals and to set reasonable criteria for salary increases and/or contract extension.

The Board shall meet with the Superintendent annually, by the second half of May or as appropriate to discuss the evaluation, including commendations in areas of strength and recommendations for improving effectiveness. The Superintendent and Board members shall agree upon and sign an evaluation summary. Additional evaluations may be arranged at any time during the school year at the request of either the Board or the Superintendent.

*(cf. 2121 - Superintendent's Contract)*

The evaluation process shall be reviewed annually to determine whether any of the following steps need improvement:

1. Developing or reviewing/revising the Superintendent's job description.
2. Adopting or reviewing/revising evaluation policy.
3. Establishing clear criteria to include progress on district goals.
4. Establishing or reviewing/revising the evaluation process.
5. Carrying out the evaluation.
6. Summarizing the results.
7. Discussing the results with the Superintendent.
8. Developing a plan for growth and improvement.

*(cf. 9321 - Executive Sessions)*

**KETCHIKAN GATEWAY BOROUGH SCHOOL DISTRICT**  
**Adoption Date: 10/13/99**

**Administration**

BP 2210

**ADMINISTRATIVE LEEWAY IN ABSENCE OF BOARD POLICY**

The Superintendent or designee shall have the power to act, within the parameters of law, in cases where action must be taken and where the School Board has not provided guidelines for administrative action. If the action necessitates the addition or revision of policies, the Superintendent or designee shall make the necessary recommendations to the Board.

It shall be the duty of the Superintendent or designee to keep the Board president apprised of any action taken in emergency situations as soon as practicable after its occurrence. The president shall use his/her discretion in informing the Board before its next regular meeting.

*(cf. 9314 - Suspension of Policies, Bylaws, Administrative Regulations)*  
*(cf. 9320 - Meetings)*

**KETCHIKAN GATEWAY BOROUGH SCHOOL DISTRICT**

**Adoption Date: 10/13/99**

**Administration**

BP 2230

**REPRESENTATIVE AND DELIBERATIVE GROUPS**

The Superintendent or designee may establish a management team, administrative councils, task forces, cabinets, or committees as needed to properly administer Board policies, improve the educational program and assist in district communication. The membership, composition, and responsibilities of these advisory groups shall be defined by the Superintendent or designee and may be changed at his/her discretion. Advisory groups shall channel their advice and recommendations through the Superintendent to the Board.

Expenses incurred for consulting services, materials and travel may be paid from the district's general operating funds only when within budgetary allotments and approved by the Superintendent or designee.

*(cf. 0420 - School-Based Management/Site Councils)*

*(cf. 1220 - Citizen Advisory Committees)*

*(cf. 8000 - Advisory School Boards)*

**KETCHIKAN GATEWAY BOROUGH SCHOOL DISTRICT**

**Adoption Date: 10/13/00**

**Administration**

BP 2250

**TEACHER-IN-CHARGE/PRINCIPAL'S DESIGNEE**

The School Board recognizes that the principal may be absent from the school site in the course of his/her professional duties or for other reasons. Therefore, the Board authorizes the position of teacher-in-charge/principal's designee in order to provide proper supervision and maintain the continuity of the instructional program and school operations.

In the absence of the principal, the teacher-in-charge/principal's designee shall administer the school in accordance with Board policy, administrative regulations and procedures, and the law. The delegation of school site duties shall not relieve the principal of the responsibility for actions by the teacher-in-charge/principal's designee.

The name of the teacher-in-charge/principal's designee shall be kept on file in the school office. A second person may be designated to serve in this capacity when both the principal and primary designee are absent.

**KETCHIKAN GATEWAY BOROUGH SCHOOL DISTRICT**

**Adoption Date: 10/13/99**

**Administration**

BP 2260

**INTERNSHIPS**

The purpose of the program shall be to:

1. Develop administrative ability among staff members who have potential for and an interest in school administration.
2. Promote among the staff a better understanding of the functions performed by the various departments of the school system.
3. Provide specific administrative services which have been clearly recognized as desirable for the improvement of the school system.

**CONFLICT OF INTEREST**

The School Board recognizes that certain positions may involve an employee's participation in decisions affecting his/her financial interests. Employees shall refrain from participating in official district financial decisions in which they have a substantial financial interest.

*(cf. 3315 - Relations with Vendors)*  
*(cf. 4112.8 - Employment of Relatives)*  
*(cf. 9270 - Conflict of Interest Code)*

*Legal Reference:*

ALASKA STATUTES  
*29.20.010 Conflict of Interest*  
*14.12.090 Oath*

*Revised 9/97*