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AdministrationFunctional Principle of Administration

- A) The organization of the school staff shall be unified and directed by a single executive head -- the Superintendent of Schools.
- B) Staff organization shall be based upon a functional analysis of the services to be rendered by the school system.
- C) The Board of Education recognizes the following services or functions within the school system:
 - 1. Policy making and legislation -- functions of the Board of Education carried on with the aid of the Superintendent of Schools.
 - 2. Administration -- a function of the administrators on all levels of the school system, unified and coordinated through the office of the Superintendent of Schools.
 - 3. Instruction -- a service performed by teachers, counselors and librarians aided by administrative and certificated employees and their assistants.
 - 4. Plant operation, maintenance, and construction -- functions under the direction of the Superintendent of Schools.
 - 5. Business affairs, to include accounting, secretarial, and clerical -- services performed by secretaries, clerks, accountants, and others under the direction of the Superintendent of Schools.
- D) All administrators will be members of the district administrative team, are expected to function as an effective administrative team, and shall be called upon from time to time to make reports to the Board of Education.

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AdministrationHiring Administrative Personnel

All administrative positions shall be authorized by the Board of Education upon the recommendation of the Superintendent of Schools. All administrators shall be properly certified so as to conform with standards established by the Nebraska State Board of Education and shall have such training and experience as deemed appropriate by the Superintendent of Schools. Unless otherwise indicated, administrators are assigned, supervised, and evaluated by the Superintendent of Schools.

The Board shall have until on or before December 31st to give a Notice of Intent to Not Extend. In the event the Board does not give a Notice of Intent to Not Extend, or of a notice of a possible non-renewal or cancellation, the contract shall be extended for an additional term of one (1) contract year. Notice of intent to non-renew in the final year of the contract shall be given to the Superintendent on or before April 15th of the final year of the contract. The dates for action are subject to modification at the discretion of the Board of Education.

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AdministrationThe Superintendent of Schools

The Superintendent of Schools shall be the Chief Executive Officer (CEO) of the Norfolk Public Schools. As CEO of the Norfolk Public Schools, the Superintendent shall have general oversight of the school system. The Superintendent shall be responsible for the efficient operation of the system in all its divisions. The Superintendent shall also exercise those duties which are mandated by the statutes and those which are specifically designated in the Policies and Regulations of the Norfolk Public Schools as duties of the Superintendent.

Date of Adoption:	October 13, 2014
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AdministrativeResponsibilities of the Superintendent of Schools

The Superintendent of Schools is the Chief Executive Officer of the Board of Education. The Superintendent shall perform such duties as are assigned by the Board and be subject to the directions given by the Board. Such responsibilities include:

1. Serves as the educational leader of Norfolk Public Schools.
2. Administers the school in conformity with the adopted policies of the Board of Education, rules and regulations of the State Department of Education in accordance with state law, and all other laws and regulations.
3. Enforces the policies and regulations of the Board of Education, presents recommendations for Board policy, makes a continuous study of the development and needs of the schools, and prepares reports as appropriate to the Board of Education on the condition and development of the schools.
4. Provides long term planning to guide the Board in policy development.
5. Makes Board of Education policies accessible to School Board members, school personnel, and the general public.
6. Informs the Board of Education concerning decisions that are made which are not covered in Board of Education policies.
7. Attends all Board meetings unless excused at his/her request, except for those executive sessions in which the Superintendent's evaluation and contract renewal is under discussion.
8. Prepares and sends out agendas, special reports and minutes for Board of Education meetings by the Friday prior to each regular monthly Board meeting.
9. Prepares for monthly and special Board of Education meetings.
10. Keeps the Board informed concerning the total school program.
11. Keeps up-to-date on trends and laws in education by attending local, district, state, and national meetings or conferences with prior Board of Education approval. (The expenses incurred by attending these meetings will be paid by the school district.)
12. Directs the annual audit of school district funds: General Fund, Depreciation Fund, Activity Fund, School Lunch Fund, Special Building Fund, Qualified Capital Purpose Undertaking Fund, Employee Benefit Fund, Bond Fund, Cooperative Fund, Student Fee Fund, all Federal Programs, and the Special Education Program.

13. Prepares the annual budget for the ensuing year with the assistance of the staff and the Board of Education. After adoption, the Superintendent is to make every attempt possible to operate within the limits set forth by the budget.
14. Manages all financial matters of the district.
15. Makes the selection of new textbooks and other curriculum materials, after consultation with the other administrators and appropriate staff.
16. Advertises, interviews and offers contracts to certified staff.
17. Hires, replaces, and supervises all non-certified employees and recommends their salaries.
18. Assigns or transfers all school personnel to their particular school, jobs, and responsibilities as deemed best for the school system.
19. Develops, maintains and operates a constructive program of staff development for all employees of the school system. For this service, the Superintendent shall have power under budget control to employ lecturers, grant temporary leaves from work, and develop professional library facilities as required.
20. Issues such handbooks, manuals or booklets as the Superintendent may deem necessary for the effective administration of the schools. These manuals shall be distributed to the employees, students, parents and others directly concerned. Insofar as the provisions of such handbooks, manuals or booklets are not in violation of the policies and regulations or the officially adopted practices and procedures of the Board or the statutes of the State, these shall be binding.
21. Stresses the importance of public relations that will provide for good school-community relations. Provides the community with adequate information about the activities of the school.
22. Develops the school calendar and presents it to the Board for approval.
23. Completes, or oversees the completion of all forms required by the State Department of Education and sees that they are sent in before the due date.
24. Manages the over-all upkeep and maintenance of the school facilities, grounds, and equipment and sees to their maintenance and safety.
25. Manages all long-range and short-term planning concerning school facilities.
26. Shall have a census taken each year of all people under the age of twenty-one whose parents or guardians live within the boundaries of Madison County School District # 59-0002.

27. Adheres to the "Code of Ethics" set forth by the Nebraska Department of Education, the American Association of School Administrators, and Board policy.
28. Forms advisory committees or councils, including members who are not employees of the Board of Education, to advise the Superintendent in formulating policies and plans for carrying on the work of the schools, when necessary. Such committees shall be advisory only and without expense to the School District.
29. Delegates duties or work to subordinate officers or employees as required for the effective administration of the school system except in such matters as when the statutes or resolutions of the Board of Education prohibit the delegation of such authority. Work completed upon delegation of the Superintendent shall be deemed as having been done by the Superintendent of Schools.

All reports or recommendations to the Board from any officer or employee under the direction of the Superintendent shall be made to the office of the Superintendent unless otherwise directed by the Board of Education.

A job description for the Superintendent will be adopted by the Board of Education.

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NORFOLK PUBLIC SCHOOLS SUPERINTENDENT JOB DESCRIPTION

REQUIREMENTS:

- A. Education Level: Doctorate degree preferred. Must qualify for Nebraska Administrative and Supervisory Certificate.
- B. Certification: Must possess a Nebraska Administrative and Supervisory Certificate at all times during employment with a Superintendent endorsement and such other endorsements as required by NDE Rule 10.
- C. Experience Desired: Five years prior experience as a Superintendent or Associate Superintendent preferred.
- D. Other Requirements: Must have ability to work effectively with professional staff to provide leadership in a creative learning climate.

REPORTS TO: Board of Education

OVERTIME: Exempt.

Administrative exemption: The Superintendent has the primary duty of performing administrative functions directly related to academic instruction or training.

Executive exemption: The primary duty of the Superintendent is the management of the school district. The Superintendent customarily and regularly directs the work of two or more other employees and has authority to hire or fire other employees or the Superintendent's recommendations as to hiring, firing, promotion or other change of status of other employees are given particular weight.

EVALUATION: Completed by the Board of Education twice in the first year; annually thereafter.

ESSENTIAL FUNCTIONS

The Superintendent is responsible for planning, directing, or coordinating the academic, clerical, or auxiliary activities of the school district. Specific duties and responsibilities may vary depending on the assignments given by the Board of Education. The Superintendent is expected to adhere to all Board policies and requirements state and federal laws and regulations, including ethics regulations. The essential functions of the Superintendent include the following:

- Administer the complete school program within the framework of policies established by the board and in accordance with the law of the State of Nebraska.
- Prepare the board agenda in cooperation with the Board President and with appropriate support information for the board and the public.
- Attend all meetings of the board except when the contract, evaluation, and salary of the superintendent are being considered or when permission to be absent is given by the board.
- Guide and aid the board to effective operation of the district through constructive relationships with the board, competent staff support, and appropriate performance and financial information.

- Establish programs and practices for the constructive relationships of the district with its community on a school and district-wide basis.
- Direct and coordinate district planning to ensure that educational programs, financial plans, personnel, and facilities are in line with the needs and desires of the community.
- Recommend district purposes, objectives, and policies as well as personnel deployment, annual budget, school calendar, and other decisions as required to the board.
- Organize staff and give leadership to the management team as required to meet district objectives.
- Establish and maintain constructive relationships throughout the district at all levels including community, parents, students, teachers, staff, and board.
- Establish and maintain constructive relationships with individuals, organizations, and agencies outside of the school district which have a functioning relationship with the district itself.
- Develop the competence of teachers, administrators, and other staff members to the maximum extent possible in the best interest of the school district.
- Establish a performance monitoring system incorporating test data results and consumer judgements to meet the needs for performance information throughout the organization.
- Publish an annual report of district activities and performances for the board, staff, and public.
- Establish financial and operating controls to insure the appropriate use of funds, efficient operations, and fair value for expenditures.
- Develops and supervises a system for personnel records of all school employees in order to provide a comprehensive, efficient, accurate, and current method of recording all matters pertinent to employment, transfer, tenure, retirement, leave, promotions, etc.
- Provide leadership to the district and community in developing, achieving, and maintaining high educational standards, sound programs, and quality performance.
- Establish measures as may be necessary to give force and effect to the policies of the Board or to give force and effect of policy in the absence of policy.
- Represent the district as required and appropriate in various community, association, and governmental activities.
- Continue as a student of educational trends, theories and practices. Attend state, national, and regional activities as appropriate in this end.
- Perform any other duties as directed by the Board of Education or prescribed by its policies.

PHYSICAL REQUIREMENTS:

The essential functions of the Superintendent position also include the ability to perform the following identified physical requirements:

	Never 0%	Occasionally 1-32%	Frequently 33-66%	Constantly 67-100%
A. Standing		x		
B. Walking		x		
C. Sitting				X
D. Bending/Stooping	x			
E. Reaching/Pushing/Pulling	x			
F. Climbing	x			
G. Driving		x		
H. Lifting -- 25# max.		x		
I. Carrying -- 75 ft.		x		
J. Manual Dexterity Tasks:				
Telephone				X
Typewriter				
Computer				X

OTHER REQUIREMENTS:

Additional Intellectual and Sensory skill requirements include the following:

- ✓ Exemplary oral and written communication skills.
- ✓ Ability to work well with others and motivate them.
- ✓ Sensitivity in applying theories of sound education to meet District needs.
- ✓ Outstanding leadership and decision making skills.
- ✓ Conflict resolution skills.

WORKING CONDITIONS:

Typical working conditions and hazards include the following:

A: Inside Outside Both

B: Climatic Environment:

	Amount of Time			
	None	Up to 1/3	1/3-2/3	2/3 and More
Wet, humid conditions (<i>non-weather</i>)	x			
Work near moving mechanical parts	x			
Work in high, precarious places	x			
Fumes or airborne particles		x		
Toxic or caustic chemicals	x			
Outdoor weather conditions		x		
Extreme cold (<i>non-weather</i>)		x		
Extreme heat (<i>non-weather</i>)		x		
Risk of electrical shock	x			
Work with explosives	x			
Risk of radiation	x			
Vibration	x			

C. Noise Level:

☐	Very Quiet (<i>Examples: forest trail, isolation booth for hearing test</i>)
☒	Quiet (<i>Examples: library, private office</i>)
☐	Moderate Noise (<i>Examples: business office with typewriters and/or computer printers, light traffic</i>)
☐	Loud Noise (<i>Examples: metal can manufacturing, department, large earth-moving equipment</i>)
☐	Very Loud Noise (<i>Examples: jack hammer work, front row at rock concert</i>)

D. Hazards:

- ✓ Stairs in some buildings.
- ✓ Stress caused from managing conflicts.
- ✓ Loss of family/personal time

Administration

The Principal

1. The elementary and secondary schools shall be under the direct administrative and supervisory control of the designated principals.
2. Principals shall perform all duties pertaining to their positions under the immediate supervision of the Superintendent.

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Date of Reaffirmation:	November 11, 2024

AdministrationDuties of the PrincipalResponsibility

The Principal is directly responsible to the Superintendent for all aspects of the management of the Principal's assigned school, and for any general school assignments as delegated by the Superintendent.

The Principal is the immediate supervisor of the assigned school's professional and support staff members.

Qualifications

1. Education: Master's Degree in education.
2. Certification: Valid Nebraska administrative and supervisory certificate.
3. Experience: A minimum of five years in education is preferred.
Previous experience in administration is preferred.

General Duties of the Principal

- a. The Principal shall perform such duties as are assigned by the Board and the Superintendent.
- b. Within limits of the law, Board regulations, and instructions from the Superintendent, the Principal shall be the administrative authority of the Principal's school. The Principal is responsible for a thorough knowledge of all laws, regulations, and instructions governing the Principal's position. The Principal shall coordinate all administrative and supervisory activities which occur in the Principal's building. The Principal shall be responsible for the administration of district policies under the Superintendent's supervision, and for making available to the staff of the school, knowledge of such regulations as they are enacted by the Board of Education or formulated by the Superintendent. The Principal is responsible for the detailed organization of the school, the assignment of duties of staff members under the Principal's supervision, and the administration of the instructional program.
- c. The principal shall be the instructional leader. This includes writing, implementing and monitoring the building school improvement plan to insure the highest level of proven best practices in the areas of curriculum, instruction and assessment.
- d. The Principal shall handle complaints from patrons or parents which affect the school, investigate the same, refer to the Superintendent, or appropriate designee, all cases which the Principal cannot adjust satisfactorily, and comply with the grievance and complaint policies established by the Board of Education and the Superintendent.
- e. The Principal is responsible for the effectiveness of the teachers and other staff members under the Principal's supervision, and shall evaluate them in accordance

with established procedures as may be defined by the Board of Education and the Superintendent.

- f. The Principal shall maintain a positive school climate and effectively manage student discipline.
- g. The Principal shall fulfill other duties as assigned by the Superintendent.
- h. Administrative rules, containing a specific job description for Principals, will be adopted by the Superintendent.

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AdministrationCentral Administrative Staff

The Central Administrative Staff of the School District is responsible for developing and monitoring organizational systems that ensure principals and teachers develop, organize, administer and supervise the school program, in accordance with the policies and regulations of the State and local Board of Education and all state and federal regulations. The Central Administrative Staff will visit schools regularly and will be available for special help upon request.

They also:

1. Conduct and direct research that determines the future development of the educational program.
2. Establish working relationships and communication channels among school personnel.
3. Help teachers and principals secure needed supplies and services.
4. Organize the resources of teachers and support staff in program planning.
5. Assist in evaluating the school program.
6. Supervise the maintenance, operation and repair of the school plant, including the construction of new facilities.
7. Provide student personnel services.
8. Assist in the supervision of instruction.
9. Assist in solving school problems.
10. Provide special services and training for school personnel.
11. Direct the program of continuous improvement.
12. Engage the public in the status and needs of the school program.
13. Promote and maintain positive public relations within the school and community.

The Central Administrative Staff, which includes the Associate Superintendent/Director of Business Services, Maintenance and Facilities, the Director of Human Resources and Accreditation, the Director of Teaching and Learning, and the Director of Student Programs and Director of Student Services and Safety report to the Superintendent of Schools.

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AdministrationAssociate Superintendent

The Superintendent shall appoint one of the Central Administration Directors to serve as the Associate Superintendent. This Director/Associate Superintendent shall temporarily assume the duties and responsibilities of the Superintendent in the event that the Superintendent is unavailable. The Associate Superintendent may also be called upon to assist the Superintendent with parent and community complaints and may be assigned other duties by the Superintendent, when necessary.

Date of Adoption:	October 13, 2014
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Date of Reaffirmation:	November 11, 2024

AdministrationDirector of Business Services, Maintenance and FacilitiesResponsibility

Directly responsible to the Superintendent.

Preferred Qualifications

1. Education: Master's Degree in educational administration
2. Certification: Valid Nebraska administrative and supervisory certificate
3. Experience: Minimum of five years in education and previous experience in administration
Superintendent certificate

DutiesThe Director of Business Services, Maintenance and Facilities is expected to:

1. Function under the supervision and direction of the Superintendent.
2. Participate as an active and contributing member of the administrative and central office teams.
3. Attend all regular meetings of the Board of Education and special meetings related to areas of responsibilities.
4. Stay current on rules and regulations pertinent to area of responsibility.
5. Perform duties and responsibilities assigned by the Superintendent.
6. Be responsible for the care of all financial records and accounts.
7. Be responsible for receiving, depositing, and investing of all revenues of the district.
8. Keep financial records in the necessary form and manner to conform to the requirements of the State Department of Education and State Auditor and supervise the preparation of reports required by law.
9. Prepare the annual budget in cooperation with the administrative team and under the direction of the Superintendent.
10. Cooperate with the district directors and building principals for the purchasing, soliciting of bids, placing orders for labor, materials, and supplies of any and all descriptions.
11. Cooperate with the district directors and building principals concerning recommendations for equipment and materials related to the instructional program.
12. Cooperate with the various federal program coordinators for extended services as to the involvement of federally-funded programs and to aid in correlating the business procedures in administering federal funds.
13. Recommend actions regarding appropriations and salary as related to the personnel and the operation of the auxiliary services under his/her supervision.
14. Provide for the integration and coordination of non-instructional services such as purchasing, maintenance, operation, warehousing, and transportation, with the instructional program.

15. Manage the development of a systematic insurance program for the school district which includes procedures for determining needs and adequacy of coverage, obtaining and evaluating bids, recommending contracts to be awarded, and maintaining an insurance file.
16. Assist the Superintendent in the planning and building of all new structures and the remodeling of old structures.
17. Review, revise, monitor and administer the pay schedule for certified and classified staff.
18. Direct the activities of the transportation director.
19. Direct the activities of the grounds director.
20. Direct the activities of the maintenance director
21. Manage all state reports and records necessary for transportation.
22. Manage the development of a plan for the systematic maintenance and replacement of all district vehicles.
23. Direct the activities of the food services director in the operation of the school lunch program.
24. Conduct internal audits for the purpose of ensuring budgets are in accordance with fiscal practices.
25. Monitor budget allocations, expenditures, fund balances and related activities for the purpose of ensuring allocations are accurate and within budget limits.
26. Provide leadership in projecting and financial planning for future years.
27. Participate in contract negotiations with employee groups.
28. Oversee compliance of all state and federal regulations related to areas of responsibility, including, but not limited to NDE Rules 1, 2, and 8.

The Superintendent will develop administrative regulations containing a specific job description for the Director of Business Services, Maintenance and Facilities.

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AdministrationDirector of Human Resources and Accreditation

Responsibility

Directly responsible to the Superintendent.

Qualifications

1. Education: Master's Degree in educational administration.
2. Certification: Valid Nebraska administrative and supervisory certificate.
3. Experience: Minimum of five years in education and previous experience in administration is preferred.

General Duties

The Director of Human Resources and Accreditation is expected to:

1. Function under the supervision and direction of the Superintendent.
2. Participate as an active and contributing member of the administrative and central office teams.
3. Attend all regular meetings of the Board of Education and special meetings related to areas of responsibilities.
4. Stay current on rules and regulations pertinent to area of responsibility.
5. Perform duties and responsibilities assigned by the Superintendent.
6. Continually review, revise, update, and monitor the certified staff, classified staff, and substitute teacher handbooks.
7. Facilitate the recruitment and selection of all staff.
8. Implement, administer, and monitor exit interview processes for all employees.
9. Review, revise, monitor and administer job descriptions and evaluation tools of all staff.
10. Administer, monitor and review leave policies for all staff.
11. Manage the recruitment, screening, in-service, supervision, placement, and evaluation of performance of substitute teachers.
12. Assist in the decision process for internal and external transfer requests.
13. Implement directives of applicable employment laws.
14. Complete all required state reports for the Human Resource and Accreditation Department.
15. Assist in the administration, revision, and implementation of policies directly related to the Human Resources and Accreditation Department.
16. Manage the record keeping of professional growth points.
17. Attend appropriate local, regional, state, and national meetings to assist in the continuing education of the Human Resources and Accreditation Director.
18. Manage personnel issues in a timely and professional manner.
19. Submit ads for employment opportunities within the district.

20. Serve as a consultant for principals during the evaluation process.
21. Assist in the development of Performance Improvement Plans.
22. In conjunction with the Director of Teaching and Learning, review best practices in teaching evaluation and instruction.
23. Supervise the district mentor program.
24. Participate in interviewing, hiring, and training staff for the purpose of enhancing student achievement, maintaining adequate staffing, and enhancing productivity of personnel.
25. Carry out supervisory responsibilities in accordance with Board of Education policies.
26. Collaborate with team members and consultants to design and implement engaging and effective professional development, in conjunction with the Director of Teaching and Learning.
27. Provide leadership around the development and submission of accreditation reports, including program assessment and other program-oriented documents relating to accreditation.
28. Develop essential school documents, such as accountability plans and accreditation reports, in conjunction with the Director of Teaching and Learning.
29. Oversee compliance of all state and federal regulations related to areas of responsibility, including, but not limited to NDE's Rule 10 and 21.

The Superintendent will develop administrative regulations containing a specific job description for the Director of Human Resources and Accreditation.

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AdministrationDirector of Teaching and Learning

Responsibility

Directly responsible to the Superintendent.

Qualifications

1. Education: Master's Degree in educational administration.
2. Certification: Valid Nebraska administrative and supervisory certificate.
3. Experience: Minimum of five years in education and previous experience in administration is preferred.

General Duties

The Director of Teaching and Learning is expected to:

1. Function under the supervision and direction of the Superintendent.
2. Participate as an active and contributing member of the administrative and central office teams.
3. Attend all regular meetings of the Board of Education and special meetings related to areas of responsibilities.
4. Stay current on rules and regulations pertinent to area of responsibility.
5. Perform duties and responsibilities assigned by the Superintendent.
6. Review and approve the work of curriculum review teams to ensure curricula and alignment to district outcomes and State standards.
7. Facilitate, as part of the curriculum review process, the selection of instructional materials.
8. Research, select, and facilitate appropriate professional training for buildings, departments, and/or grade levels.
9. Review best practices in teaching evaluation and procedures, in conjunction with the Director of Human Resources and Accreditation.
10. Serve on district committees and work groups as requested.
11. Insure compliance with federal and state mandates applicable to the district's education programs.
12. Supervise the curriculum cycle for elementary and secondary programs.
13. Assist building level administrators in the data collection, analysis, evaluation, and reporting of student achievement results.
14. Attend appropriate local, regional, state, and national meetings to assist in the continuing education of the Director of Teaching and Learning.
15. Supervise and coordinate all aspects of State and national assessment reporting.
16. In conjunction with the Director of Human Resources and Accreditation Department, collaborate with team members and consultants to design and implement engaging and effective professional development.

17. Facilitate Professional Learning Communities by developing materials to identify essential learnings and create assessments to determine student progress towards established district and state benchmarks.
18. Lead instructional staff on the use of data to drive student achievement.
19. Assist staff in understanding data as a tool for adjusting instruction for continuous improvement.
20. Manage the selection of curricular materials, textbooks, and technology resources.
21. Development of accountability plans and accreditation reports, in conjunction with the Director of Human Resources and Accreditation.
22. Work collaboratively with staff to implement a plan for school wide benchmark assessments and state standards.
23. Facilitate a process to create systems to track and use data from a variety of sources to evaluate district programs related to instructional programs.
24. Support Professional Learning Communities through appropriate professional development.
25. Oversee compliance of all state and federal regulations related to areas of responsibility, including, but not limited to ESSA.

The Superintendent will develop administrative regulations containing a specific job description for the Director of Teaching and Learning.

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AdministrationDirector of Student Programs

Responsibility

Directly responsible to the Superintendent.

Qualifications

1. Education: Master's Degree in educational administration.
2. Certification: Valid Nebraska administrative and supervisory certificate and special education endorsement.
3. Experience: A minimum of five years in education with at least three years successful teaching experience in special education. Previous experience in administration is preferred.

General Duties

The Director of Student Programs is expected to:

1. Function under the supervision and direction of the Superintendent.
2. Participate as an active and contributing member of the administrative and central office teams.
3. Attend all regular meetings of the Board of Education and special meetings related to areas of responsibilities.
4. Stay current on rules and regulations pertinent to area of responsibility.
5. Perform duties and responsibilities assigned by the Superintendent.
6. Organize, supervise and evaluate areas of responsibility.
7. Make recommendations to the Superintendent of Schools with regard to the district's student programs.
8. Assist in development and administration of the district's student programs budget.
9. Supervise purchasing, processing, and distribution of materials within assigned area of budget.
10. Assist and cooperate with the Director of Business in completing federal, state, and local reports.
11. Assist and cooperate with the Director of HR and building principals in recruitment, selection, assignment, and evaluation of special education staff.
12. Provide orientation for new special education staff.
13. Provide assistance and support to all personnel within assigned areas.
14. Provide in-service programming for special education and general education staff, as appropriate.
15. Develop and supervise child identification, evaluation, and placement procedures for special education programs.
16. Supervise adherence to Rule 51 and Rule 52: Regulations and Standards for Special Education Programs (Title 92, Nebraska Administrative Code.)
17. Provide public awareness information regarding special education programs.

18. Communicate with parents, as appropriate, regarding all aspects of special education and rights of both students and parents.
19. Assist parents and staff in locating appropriate medical, social, and educational agencies when the need arises within school regulations and Rule 15.
20. Facilitate staff communication through appropriate and timely meetings.
21. Attend local, regional, state, and national meetings as appropriate to further the quality of student programs within the district.
22. Participate in staffings, team meetings, and IEP conferences as appropriate to assist in determining needs of children and appropriate programs to meet those needs.
23. Represent the district and serve as liaison with community and state agencies.
24. Administer and supervise birth to 21 special education services.
25. Oversee compliance of all state and federal regulations related to areas of responsibility, including, but not limited to Special Education, Migrant, ELL/LEP, Poverty, Homeless, Indian Education.

The Superintendent will develop administrative regulations containing a specific job description for the Director of Student Programs.

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AdministrationDirector of Student Services and Safety

Responsibility

Directly responsible to the Superintendent.

Qualifications

1. Education: Master's Degree in educational administration
2. Certification: Valid Nebraska administrative and supervisory certificate
3. Experience: A minimum of five years in. education and previous experience in administration is preferred.

General Duties

The Director of Student Services is expected to:

1. Function under the supervision and direction of the Superintendent.
2. Participate as an active and contributing member of the administrative and central office teams.
3. Attend all regular meetings of the Board of Education and special meetings related to areas of responsibilities.
4. Stay current on rules and regulations pertinent to area of responsibility.
5. Perform duties and responsibilities assigned by the Superintendent.
6. Organize, supervise and evaluate areas of responsibility.
7. Make recommendations to the Superintendent of Schools with regard to the district's student services, safety, and technology programs.
8. Assist in development and administration of the district's student services, technology, and safety budgets.
9. Lead the district's safety and security programs and initiatives.
10. Coordinate the district's Multi-Tiered System of Support and Positive Behavior Intervention Supports processes.
11. Provide direction to administration and staff in regards to students discipline and attendance matters.
12. Maintain student handbooks, ensuring compliance with federal and state statutes and Board policy.
13. Coordinate the use of technology in all education programs and collaborate with staff to integrate instructional technology throughout the curriculum.
14. Supervise purchasing, processing, and distribution of materials and equipment within assigned area of budget.
15. Complete all federal, state, and local reports in an efficient and effective manner.
16. Provide assistance, guidance, and support to all personnel within assigned areas.
17. Provide in-service programming for staff, as appropriate.
18. Facilitate staff communication through appropriate and timely meetings.

19. Attend local, regional, state, and national meetings as appropriate to further the quality of student services and safety within the district.
20. Represent the district and serve as liaison with community and state agencies, including law enforcement and emergency management personnel.
21. Oversee compliance of all state and federal regulations related to areas of responsibility, including, but not limited to NDE's Rule 13, 17, 18, and 19.

The Superintendent will develop administrative regulations containing a specific job description for the Director of Student Services and Safety.

Date of Adoption: January 13, 2020
Date of Revision: November 11, 2024

AdministrationEvaluation of Administrative Personnel1. Objectives

The Board recognizes that the roles of a school superintendent, principal, assistant principal, and other certificated administrative personnel of the School District (hereinafter collectively referred to as “Administrators”) are varied and complex, requiring an appraisal process that accurately measures performance and provides support for the continued growth and improvement of the Administrator. The general job description and an evaluation instrument with performance standards for each administrative position shall be promulgated under the direction of the Superintendent of Schools and provided to the affected Administrator. The appraisal process for each Administrator and administrative position shall serve these purposes:

- a. Raise the quality of administration and educational service to the children of our community.
- b. Clarify for the Administrators their respective role in the school system as seen by the Board.
- c. Clarify for all Board members the role of the administration and the immediate priorities among each Administrator’s responsibilities.
- d. Develop harmonious working relationships between the Board and administrative supervisors and each Administrator.
- e. Promote individual Administrator professional development.

The evaluation of administrative performance is intended to be a cooperative and continuing process designed to improve the quality of the educational program.

2. General Procedures

The formal Administrator appraisal is based primarily upon the procedures and processes defined below. The procedures provide for a consistent and equitable appraisal of important aspects of the Administrator’s duties and responsibilities. They do not, however, contain an exhaustive list of all expectations for effective performance. As a result, additional data and information related to the administrator’s performance may be utilized to generate a comprehensive appraisal.

3. Appraisal Cycle

Probationary Administrators shall be observed and evaluated at least once each semester, except the Superintendent, who shall be observed and evaluated by the Board of Education once each semester in the first contract year of employment, and once per year each contract year thereafter. Permanent (tenured) Administrators shall be evaluated at least once each school year. Observations and evaluations of greater frequency or number than required may be conducted and made at the request of the Administrator or in the discretion of the appraiser.

The administrator's supervisor is responsible for completing the evaluation process following the procedures identified in Board policy. A failure to complete evaluations within the designated cycle or in the manner directed by this policy shall not give the permanent Administrator rights, but may be addressed in evaluating the responsible appraiser's performance.

The entire instructional period for Administrators cannot be defined in terms of an instructional period and shall be satisfied by the actual observation of an Administrator's work for no less than fifty (50) minutes (cumulative) during the time periods being evaluated.

4. Appraisal Process

The appraisal process is the responsibility of the Administrator and the Administrator's immediate supervisor as determined by the Board of Education and/or the Superintendent of Schools, provided that the supervisor of the Superintendent shall be the Board of Education. In the event the responsible appraiser has not initiated the appraisal process within the time or in the manner required, the Principal has the responsibility to timely notify the responsible appraiser.

Performance standard categories set forth in the evaluation instrument for each administrative position, as adopted and amended from time-to-time, shall serve as the basis for the informal job-target-based formative appraisal and the formal summative appraisal. During the formal summative appraisal, data is collected as required to provide a basis for appraising the performance categories. Data collection may include, but is not limited to, surveys (formal or informal information gathering from staff, students, parents, community members, and other Administrators); statistics received by routine reports; statistics generated by reports specifically designed for the appraisal; review of sample written materials of the Administrator (such as, a Principal's evaluation of teachers); and observations of performance. The Administrator may be assigned responsibility to assist with data collection and shall have the duty to provide such assistance as is requested.

The collected data along with the professional opinions of the responsible appraiser shall serve as the basis for the final appraisal report.

5. Final Formal Summative Evaluation

The appraisal process culminates in a final formal summative evaluation. The final formal summative evaluation consists of a rating of each performance category identified in the evaluation instrument, identification of whether the Administrator's performance meets or does not meet district standards of performance, a list of deficiencies in the Administrator's performance, suggestions and plans for improvement to assist the Administrator in overcoming such deficiencies, and follow-up evaluations as appropriate in order to correct performance below district standards. As a professional, the Administrator may be assigned responsibility to provide suggestions for improvement plans or similar job growth strategies and shall have the duty of complying with such requests. Further, in the event improvement plans or other similar performance measures are implemented, the Administrator shall have the duty to comply with such

plans. The Administrator is expected to be cooperative, professional, and to exhibit a willingness to improve performance and to accept the constructive criticisms and suggestions of the appraiser.

Date of Adoption: October 13, 2014
Date of Revision: March 11, 2019
Date of Revision: November 11, 2024

AdministrationEvaluation of Superintendent**I. EVALUATION PLAN**

The Superintendent shall be evaluated twice during his or her first year of employment and at least once annually thereafter pursuant to state statute 79-828(2).

The following steps are recommended as an evaluation process for the Superintendent of Schools.

1. Completion of Self-Evaluation by the Superintendent.
2. Completion of Superintendent Evaluation by individual School Board members.
3. Final Report and Executive Summary compilation completed by the Nebraska Association of School Boards and email to the President.
4. Meeting of BOE Superintendent Evaluation Committee to review the Final Report and Executive Summary. If performance improvements are needed, the Committee shall develop a written list of these improvements along with a means for correcting the improvements and a timeline for implementing the suggested improvements.
5. Meeting with the Superintendent and at least 2 members of the Superintendent Evaluation Committee to review the official Superintendent Evaluation including the Final Report and Executive Summary, as well as the list of improvements, the means for correcting those improvements, and a timeline for implementing the suggested improvements.
6. Completion of the Superintendent's response to the evaluation and creation of goals for the ensuing year. These will be provided to the Board President and shared with the Board.
7. Determination of salary and/or contract terms (as appropriate).

Date of Adoption:	October 13, 2014
Date of Revision:	October 10, 2016
Date of Revision	October 9, 2017
Date of Reaffirmation	March 11, 2019
Date of Revision:	November 11, 2024
Date of Revision:	April 14, 2025



Norfolk Public Schools Superintendent Appraisal Instrument

**Section A: Relationship with the Board**

Please consider each specific Superintendent Leadership Goal or Job Target below in relationship to the performance of the Superintendent. Place a $\checkmark$ in the column of the appropriate ranking for each goal. EXCEEDS = Exceeds District Expectations; MET = Meets District Expectations; UNMET = Does Not Meet District Expectations. Please note: Any goal marked as "Exceeds" or "Unmet" must be accompanied by written documentation.

		Exceeds	Met	Unmet	Comments
a.	Provides regular updates regarding district matters.				
b.	Provides opportunities to learn about function of schools and programs through site visits, presentations, and reading materials to the Board.				
c.	Provides adequate meeting materials and background information.				
d.	Responds to Board Member questions thoroughly and shares information with the entire board in a timely manner.				
e.	Invites Board participation in district activities.				
f.	Assists in development, recommendation, and administration of policies.				
g.	Encourages Board development.				
h.	Works with the Board to establish goals and plans for the future.				
i.	Openly accepts Board input and is responsive to Board directions.				
j.	Alerts the Board about significant media contacts with district personnel and other newsworthy district activities, reports, and incidents.				
k.	Implements meeting responsibilities by preparing the agenda, attending and participating in Board meetings, service as ex-officio member of all committees, and offering professional guidance, recommendations, or assistance.				
l.	Works to engender a collaborative working relationship with the board				
	Additional Comments:				

Section B: Community Relations



Please consider each specific Superintendent Leadership Goal or Job Target below in relationship to the performance of the Superintendent. Place a √ in the column of the appropriate ranking for each goal. EXCEEDS = Exceeds District Expectations; MET = Meets District Expectations; UNMET = Does Not Meet District Expectations. Please note: Any goal marked as "Exceeds" or "Unmet" must be accompanied by written documentation.

		Exceeds	Met	Unmet	Comments
a.	Projects a positive image of the school district.				
b.	Continually identifies all stakeholder groups and establishes open two (2) way lines of communication.				
c.	Maintains good media relations.				
d.	Encourages collaborative relationships with neighborhoods, business, industry, government, and labor.				
e.	Is "approachable" by members of the community.				
f.	Prepares a quality annual report and shares it with the community.				
	Additional Comments:				



**Section C: Superintendent/Staff Relations**

Please consider each specific Superintendent Leadership Goal or Job Target below in relationship to the performance of the Superintendent. Place a $\checkmark$ in the column of the appropriate ranking for each goal. EXCEEDS = Exceeds District Expectations; MET = Meets District Expectations; UNMET = Does Not Meet District Expectations. Please note: Any goal marked as "Exceeds" or "Unmet" must be accompanied by written documentation.

		Exceeds	Met	Unmet	Comments
a.	Communicates effectively with staff regarding current and new trends in education, programs, procedures, and policies.				
b.	Demonstrates objectivity in personnel matters.				
c.	Ensures evaluation of personnel will be consistent with policies and law.				
d.	Shows concern for the welfare of staff.				
e.	Delegates both responsibility and authority.				
f.	Provides staff recognition for contribution(s) towards the betterment of educational outcomes.				
g.	Recruits competent staff.				
h.	Promotes sound collective bargaining relations.				
i.	Involves the staff in strategic planning.				
j.	Fosters team spirit and is "a part of the team."				
k.	Visits buildings and programs on a regular basis.				
	Additional Comments:				





Section D: Business and Finance

Please consider each specific Superintendent Leadership Goal or Job Target below in relationship to the performance of the Superintendent. Place a $\sqrt$ in the column of the appropriate ranking for each goal. EXCEEDS = Exceeds District Expectations; MET = Meets District Expectations; UNMET = Does Not Meet District Expectations. Please note: Any goal marked as "Exceeds" or "Unmet" must be accompanied by written documentation.

		Exceeds	Met	Unmet	Comments
a.	Seeks Board input and recommends appropriate budgets and any subsequent budget revisions to the Board.				
b.	Ensures complete financial controls/audits.				
c.	Regularly reports to the Board on district budget and finances.				
d.	Informs the Board on current or proposed funding issues.				
e.	Develops facilities management plans and procedures.				
f.	Seeks alternative funding sources.				
g.	Ensures the efficient alignment of district resources with district goals.				
	Additional Comments:				



**Section E: Leadership**

Please consider each specific Superintendent Leadership Goal or Job Target below in relationship to the performance of the Superintendent. Place a $\checkmark$ in the column of the appropriate ranking for each goal. EXCEEDS = Exceeds District Expectations; MET = Meets District Expectations; UNMET = Does Not Meet District Expectations. Please note: Any goal marked as "Exceeds" or "Unmet" must be accompanied by written documentation.

		Exceeds	Met	Unmet	Comments
a.	Projects a strong leadership image.				
b.	Demonstrates enthusiasm in carrying out job responsibilities.				
c.	Demonstrates knowledge of procedural aspects of the job.				
d.	Seeks to learn and improve.				
e.	Keeps the focus on student learning.				
f.	Demonstrates awareness and implements current research and best practices.				
g.	Promotes cultural competency for the district.				
h.	Facilitates development and implementation of long and short-term educational goals for the district.				
i.	Ensures the District develops, maintains, and evaluates an effective curriculum that reflects the changing needs of students and society.				
j.	Promotes staff growth to improve educational qualities for all students.				
	Additional Comments:				





Section F: Leadership Goals/Job Targets

Please consider each specific Superintendent Leadership Goal or Job Target below in relationship to the performance of the Superintendent. Place a $\checkmark$ in the column of the appropriate ranking for each goal. EXCEEDS = Exceeds District Expectations; MET = Meets District Expectations; UNMET = Does Not Meet District Expectations. Please note: Any goal marked as "Exceeds" or "Unmet" must be accompanied by written documentation.

		Exceeds	Met	Unmet	Comments
1.					
2.					
3.					
4.					
5.					
6.					
	Additional Comments:				



AdministrationLine of Authority

Each teacher or other employee of the School District shall be under the general direction of the Superintendent, but shall be under the immediate supervision of the building Principal or other designated supervisor.

Date of Adoption:	October 13, 2014
Date of Reaffirmation:	March 11, 2019
Date of Reaffirmation:	November 11, 2024

AdministrationAdministrative Actions in Emergencies

In any crises or emergency circumstances, the immediate concern is securing the safety and welfare of students and staff. A second priority, if appropriate, will be the securing and salvaging of property. The Superintendent of Schools will be in charge of administering and monitoring any emergency event, except that if the situation is confined to a particular building, the principal will be in charge with the Superintendent of Schools advising on necessary decisions. Once the nature of the emergency is determined and the immediate concerns for students and staff are addressed, the Superintendent of Schools will:

1. Decide whether or not to convene or postpone school, with attendant adjustments in transportation and activity schedules.
2. Determine the need to involve other agencies and/or officials (e.g., police, fire and emergency personnel, counseling services, insurance representatives). All administrators will maintain an accessible, emergency phone list.
3. Notify students, staff, Board members, and patrons via appropriate media.
4. Report on the incident at the next regular or emergency board meeting and evaluate the effectiveness of the response strategy.

Inclement Weather: In the event of bad weather, or other circumstance in which the safety of students would be endangered by attending school, the Superintendent of Schools will make the decision to cancel or delay the start of school and whether or not staff are to report for duty. When school is canceled, ordinarily all after-school activities will be canceled. Any decision to the contrary must have the Superintendent of School's permission and include provision for communicating with all affected parties in a timely manner. Weather information will be sought from current weather station reports and consultation with the transportation director and other area superintendents. The decision to cancel school will be made as early as possible. The Superintendent of Schools shall inform staff and appropriate television and radio stations and request that they make the appropriate announcement.

Fire, Tornado, Gas Leaks: Principals shall design and keep current drill and evacuation plans, to include emergency shelter, and publish them in staff and student handbooks. Teachers will post said plans in their classrooms and educate students on their implementation.

Student or Staff Deaths: When notice is received of a student or staff death, the involved administrators will inform and consult with the Superintendent of Schools. Ordinarily school will be convened; however, appropriate modifications in daily school activities which are sensitive to the incident will be made. Further, if deemed necessary, a counseling intervention team will be made available, in conjunction with school counseling services, to provide assistance to students and staff. Substitute teachers will be employed if deemed appropriate. School officials will attempt to balance funeral accommodations with the need to convene school with minimal disruption.

Civilian Emergencies: The school buildings are available as emergency shelters if needed. School officials, to the extent possible, will cooperate with other civil authorities, including local, area, and state law enforcement agencies and fire department officials, in making school facilities available during any civilian emergencies.

Date of Adoption:	October 13, 2014
Date of Revision:	March 11, 2019
Date of Reaffirmation:	November 11, 2024

AdministrationStaff Handbooks

The Superintendent shall have the authority to establish staff handbooks. The handbooks shall define the duties of all special school officers and employees; define responsibilities, duties and policies concerning the relation of personnel to the administration, the community and the students; shall list the responsibilities of the administration to the staff, together with staff welfare measures; and shall list general policies pertaining to students. Staff handbooks shall, when approved by the Board, have the effect of Board policy and control over any conflicting Board policy adopted prior to the staff handbook in the event of a direct conflict.

All staff shall be furnished or be provided access to a handbook at the beginning of each school year. Should a circumstance present itself that is not covered by the provisions of the staff handbook applicable to a specific employee, reference should be made to Board policy.

Date of Adoption:	October 13, 2014
Date of Reaffirmation:	March 11, 2019
Date of Reaffirmation:	November 11, 2024

AdministrationAttendance at Professional Growth Meetings

The Board of Education expects its administrative staff to be informed on contemporary educational issues and therefore encourages active participation in the respective professional administrative organizations, including state, regional, and national associations for the Superintendent, central office directors, and building principals. Accordingly, the Board of Education authorizes the Superintendent to approve and fund, within budgetary limits, attendance to state, regional, and national conferences sponsored by professional administrative organizations, curriculum groups, institutions of higher education, legislative bodies, and other agencies having a relationship which is in agreement with the school district's educational objectives.

The Superintendent may authorize attendance at up to four (4) national conventions per year for central office directors and building principals, subject to available funds and alignment with District goals for professional development. The Superintendent shall ensure reasonable consideration of any requests and may establish administrative procedures for scheduling, rotation, and expense limits to maintain fiscal responsibility.

Date of Adoption:	October 13, 2014
Date of Reaffirmation:	March 11, 2019
Date of Reaffirmation:	November 11, 2024
Date of Revision:	January 12, 2026

AdministrationAdministrative Action in Absence of Policy

If a situation demanding decision is not covered by an existing law, policy, or by regulations, the Superintendent or the Superintendent's designee is empowered to make the decision deemed best in Superintendent's or the Superintendent's designee professional judgment.

Decisions made in the absence of needed policy shall be reported to the Board and the Superintendent shall develop recommended policy to deal with similar matters in the future.

Date of Adoption:	October 13, 2014
Date of Revision:	September 14, 2015
Date of Reaffirmation:	March 11, 2019
Date of Reaffirmation:	November 11, 2024