

ICCSB School Board Policies

SUPERINTENDENT LIMITATIONS

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

GLOBAL SUPERINTENDENT LIMITATIONS (LEVEL 1):

The Superintendent shall not cause or allow any practice, activity, decision, or organizational circumstance that violates (a) any applicable and relevant requirements of the U.S. or Iowa Constitutions, laws, court decisions, administrative regulations and requirements, or binding contracts and (b) commonly accepted standards of professional and business ethics and prudence.

POSITIVE STAKE HOLDER RELATIONS (LEVEL 2a):

With respect to interactions with stakeholders the Superintendent shall not cause or allow conditions, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

The Superintendent shall not (LEVEL 3a):

1. Fail to establish with stakeholders a clear understanding of their rights and what may be expected from the services offered by the District.
2. Use application forms that elicit information for which there is no clear necessity.
3. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material elicited.
4. Fail to respond to communications (such as by phone, mail, e-mail) at all, or as promptly as reasonably would be expected.
5. Permit the use of abusive language or other behavior generally considered to be lacking in civility and respect for others.
6. Permit school based programs/activities sponsored by outside groups that are in conflict with district curricula or Administrative Policy 1003.4 Soliciting and Advertising Directed to Students.

7. Fail to provide a grievance process to those who believe they have not been accorded a reasonable interpretation of their rights under this policy (see Appendix 6, Board Complaint Process and Administrative Policy numbers 402.10 and 1002.2).
8. Fail to direct staff to review academic achievement data with parent(s) or guardian(s). The review shall include students level of performance, the academic achievement, support and interventions identified if needed, and if any recommendations for parental participation are needed.

STAFF RELATIONS (LEVEL 2b):

With respect to staff and volunteers of the District the Superintendent may not cause or allow conditions that are undignified or inconsistent with the mission of an educational institution.

The Superintendent shall not (LEVEL 3b):

1. Operate without written personnel policies that clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions such as nepotism and grossly preferential treatment for personal reasons.
2. Discriminate against any staff member for expressing an ethical dissent.
3. Prevent staff members from communicating with Board members, either individually or as a Board, with regard to any matter, especially any assertions that board policies have been violated or that they do not adequately protect their human rights.
4. Fail to inform staff of their rights under this policy.

FINANCIAL PLANNING AND BUDGETING (LEVEL 2c):

Financial planning for the whole or any part of a fiscal year shall not deviate materially from the Board's Ends priorities, risk financial jeopardy, or fail to be derived from a multiyear forecast.

The Superintendent shall not (LEVEL 3c):

1. Fail to provide the Board, and public, with (a) a budget document that contains sufficient information to enable credible projection of, among other things, revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions, and (b) additional budget information in a form that is designed to be understood by the media and public.
2. Prepare budgets that plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
3. Fail to plan to maintain "unspent, unobligated balances" of between 5 and 10 percent of budget authority.

4. Fail to inform and involve the Board in all significant aspects of planning for the construction of new buildings and building additions and for all other PPEL and SILO expenditures exceeding one million dollars.
5. Fail to maintain a PPEL fund balance of between 5% and 10% of total annual revenue, excluding dollars retained for specific purposes.
6. Fail to maintain a SILO fund balance of between 5% and 10% of the average yearly SILO revenues remaining after deducting revenues reserved for new schools, Family Resource Centers and technology replacement.
7. Fail to retain, from the 2007-2017 voted SILO revenues, \$20 million to be applied to the construction of two new elementary schools and \$32 million to be applied to the construction of a new high school. If the Board does not approve the construction of these facilities during this ten year period the retained revenues can be released for other uses.

ONGOING FINANCIAL ACTIVITIES (LEVEL 2d):

With respect to the actual, ongoing financial condition and activities, the Superintendent shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from the budget.

The Superintendent shall not (LEVEL 3d):

1. Indebt the District in an amount greater than can be repaid by certain, otherwise unencumbered revenues within sixty days (with the exception of Board-approved long-term bonded indebtedness - such as for new school buildings).
2. Allow government-required payments or reports to be overdue or inaccurate.
3. Fail to provide the Board with quarterly summaries of the financial condition of the District.
4. Fail to provide notice to the Board in advance of any General Fund, PPEL, or SILO Fund non-contractual expenditure equal to or greater than \$100,000. Splitting orders to avoid this limit is not acceptable.
5. Fail to disclose in the quarterly summaries a decrease of more than 1 percentage point in the projected unspent, unobligated balance expressed as a percentage of the budget authority.

ASSET PROTECTION (LEVEL 2e):

The Superintendent shall not allow the District's assets to be unprotected, inadequately maintained, or unnecessarily risked.

The Superintendent shall not (LEVEL 3e)

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

COMPENSATION AND BENEFITS (LEVEL 2f):

The Superintendent shall not cause or allow jeopardy to the District's fiscal integrity or public image with respect to staff employment, compensation and benefits, nor conduct bargaining unit negotiations with other than the maximum possible mutual respect and good will, recognizing that all parties are professionals and co-workers in a common enterprise.

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

The Superintendent shall not permit the Board to be uninformed or fail to provide for such staff and other support as it shall require for its work.

The Superintendent shall not fail to (LEVEL 3g):

1. Regularly provide the Board with two categories of information in a timely, accurate, and understandable fashion: (a) that which is necessary to monitor achievement of the Board's "Ends" and compliance with these Superintendent Limitations, and (b) that which the Board requests as a part of an overall

"Management Information Reporting System" designed to keep it informed of District operations generally, even though action on such matters has been delegated to the Superintendent. (See Appendix 3)

2. Make the Board aware of such additional information as in his/her judgment relates to relevant District trends, anticipated adverse media coverage, material external or internal changes (particularly those that affect the assumptions on which previous Board policies have been established). Status reports regarding ongoing crises or disasters shall be provided Board members as soon as is consistent with the Superintendent's other responsibilities at the time.
3. Inform the Board whenever in his/her judgment the Board is not in compliance with its own policies regarding Governance and Board-Superintendent Linkage, especially in any circumstance in which the Superintendent believes Board behavior is detrimental to the working relationship between the Board and Superintendent.
4. Provide, or delay the provision of, negative information regarding the District's performance, staff or image.
5. Include as much internal and external data, research, staff and other opinions and points of view as are needed for fully informed Board deliberations and choices when presenting information, proposals or analyses to the Board on her/his own motion, or Board request.
6. Comply with reasonable requests by individual Board members and the Board President for information, meetings with him/her, or other personnel, although communications normally will be with the entire Board.
7. Supply for the consent agenda all items delegated to the Superintendent by the Board, and yet still required by law or contact to be Board approved, along with such monitoring assurance as may be relevant.

FACILITIES LEARNING ENVIRONMENT (LEVEL 2h):

The Superintendent shall not fail to continuously improve its facilities district-wide, by optimizing the relationship between facilities and enhanced student learning.

The Superintendent shall not fail to (LEVEL 3h):

1. Promote a policy that facilities improvements will be data-driven and research-based.
2. Require that the process to fund facilities improvements, due to the unique electoral cooperation that is necessary between stake-holding voters and the ICCSD, be democratic, inclusive and consensus-building.
3. Address immediate, short-term and long-term capital needs planning, while being cognizant of grant opportunities and local, state and federal legal compliance issues.

4. Pursue continuous facilities improvement with consideration of the guiding principles of equity, capacity, fiscal responsibility, accessibility, safety, schools serving neighborhoods, environmental responsibility, legal compliance and regional compatibility. (See Appendix 5)

SAFE ENVIRONMENT (LEVEL 2i):

The Superintendent shall not allow unsafe conditions or circumstances in the school environment, or allow an environment in which students feel unsafe.

The Superintendent shall not fail to (LEVEL 3i):

1. Provide safe, secure and accessible physical surroundings, including school buildings, grounds and district sponsored transportation.
2. Ensure adequate response plans for threats to safety from crisis situations such as fire, severe storms, bombs, weapons, intruders or stalkers.
3. Consistently enforce site based school discipline policies, and district policies prohibiting violence, aggression, weapons, bullying, harassment, hazing, intimidation, substance abuse, and gang activity

LEARNING ENVIRONMENT (LEVEL 2j):

The Superintendent shall not fail to provide a process for continual review and improvement of the district's learning environment and learning supports that is data-driven and research based.

The Superintendent shall not fail to (LEVEL 3j):

1. Provide a process for continual review and improvement of district curriculum, course offerings and graduation requirements.
2. Provide a process for continual review and improvement of student learning and performance.
3. Provide a process for continual review and improvement of the district staff development program.
4. Provide a process to optimize the diversity of our staff in order to reflect the diversity of our student population.
5. Provide for equity in educational opportunity, curriculum and learning supports across the district.
6. Provide a process for continual review and improvement of school climate.

SUPERINTENDENT PROFESSIONAL DEVELOPMENT (LEVEL 2k):

The Superintendent shall not fail to seek annual professional development opportunities that are well focused and appropriate to current district goals or specifically designed to improve his/her professional skills.

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