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2.01 GOALS

This section shall apply to the Superintendent and the Principals only. In the event there is no guidance in this section regarding an administrator, refer to the Personnel section of the LWSPP. The general purpose of the administration of the school shall be to coordinate and supervise the creation and operation of an environment in which students learn. The goals of the administration shall be:

- a. To manage the various departments, units and programs effectively.
- b. To provide professional advice and counsel to the Board and advisory groups.
- c. To implement the management function to assure the best and most effective learning processes through achieving such objectives as:
 1. Providing leadership in keeping abreast of current educational developments;
 2. Arranging for staff development necessary to establish and operate cooperative efforts at improving learning programs, facilities, equipment, and materials; and,
 3. Providing access to the decision-making process for staff, students, parents, and others.

2.02 ADMINISTRATOR CODE OF ETHICS

Education at Little Wound School rests on firm commitments to the dignity and worth of the individual; to the preeminence of enlightenment and reason over force and coercion; and to government by the consent of the governed. Schools prosper to the extent they merit the confidence of the people. In judging schools, society is influenced to a considerable degree by the character and quality of their School Administration. To meet these challenges, administrators have an obligation to exercise leadership. Administrators shall comply with the following code of ethics:

1. Attend all meetings, discuss items presented on the agenda, suggest other items for consideration, and act in an impartial manner for the good of the school.
2. Accept the will of the school board in all cases and give support to resulting policy.
3. Become familiar with school policies and procedures.
4. Have knowledge of the educational aims and objectives of the school.
5. Represent the school to the public in such a way as to promote interest and support.
6. Refer all written suggestions and complaints to proper school authorities and abstain from individual counsel and action.

7. Exercise no board responsibility with respect to the school.
8. Respect the civil rights of those with whom the school has contact in the performance of her/his duties.
9. Exemplify high moral standards by not engaging in or becoming a party to such activities as fraud, embezzlement, deceit, moral turpitude, illegal drugs, or use of misleading or false statements.
10. Actively enforce school policies.
11. Distinguish personal politics, attitudes and opinions from school policies.
12. Safeguard confidential information.
13. Not allow decisions or actions to be impaired or influenced by personal gain, gifts, gratuities, favors and services made or withheld.
14. Avoid preferential treatment and conflicts of interest.

2.03 ORGANIZATION CHARTS

The lines of authority in the organizational charts represent the direction of authority and responsibility and shall be regarded as visual representations of current policy. Legal authority of the Board is conveyed through the Superintendent by the organizational charts, which shall be submitted to the Board for approval at the annual meeting of each year. The Superintendent may reorganize lines of authority and revise the organizational chart with Administrative input and the affected departments, subject to Board approval, as long as such reorganization conforms to the Constitution and By-laws, and policies and procedures of Little Wound School.

2.04 SCHOOL BUILDINGS

Principals shall submit a plan of assignment of all instructional areas to the Superintendent by the end of their contract term. [*Reference 7.02*]

2.05 LINE AND STAFF RELATIONS

The Superintendent or designee shall inform all school staff regarding working relationships at the school. Lines of direct authority are those approved by the Board and shown on the school organization chart. School staff shall refer matters requiring administrative action to their immediate supervisor who shall refer such matters to the next higher administrator when necessary. All school staff shall keep their immediate supervisor informed of their activities. In the case where a conflict of interest may exist, the staff member shall refer the matter to the next higher administrator.

2.06 SCHOOL SUPERINTENDENT

The Superintendent is the chief administrator employed by the Board. The Superintendent serves by contract with the Board. The Superintendent's immediate supervisor shall be the LWS School Board. To be eligible for the position of Superintendent, a person must meet the legal requirements of the accrediting authority applicable to Superintendents. The Superintendent is charged with the overall responsibility of the operation and administration of the school within the framework established by the policies and directives of the Board. The Board shall rely on the Superintendent to provide professional administrative leadership. The Board is responsible for clearly specifying the requirements and expectations of the Superintendent. The Superintendent shall be responsible for clearly specifying requirements and expectations for all other administrators, holding each of them accountable, and shall meet weekly with the school Principals. The Superintendent is the immediate supervisor of all school principals unless a conflict of interest exists, then refer to Section 2.05 for supervisory controls.

2.07 SUPERINTENDENT RECRUITMENT

The Board shall consider only those candidates who meet qualifications of the accrediting agency and who display the ability to successfully carry out the duties of the Superintendent. The Board shall solicit applications from qualified members of the staff and may list the vacancy with any placement agency at its discretion.

2.08 SUPERINTENDENT SELECTION AND INTERVIEWING PROCESS

Applications for the Superintendent shall be screened and those candidates selected as finalists by the Board shall be interviewed. The Board shall endeavor to conduct interviews on a school day so that applicants may visit the school while in session and may utilize the services of the retiring Superintendent or an outside consultant for recruiting and interviewing candidates for the Superintendent position. The Board reserves the right to re-advertise if the Board is dissatisfied with the existing group of applicants.

a. Applicants must submit a letter of application, resume, credentials, certificate of endorsement, transcripts and shall include written statements concerning:

1. Educational philosophy,
2. Philosophy of Educational Administration,
3. Management experience,
4. Experience relating to facilities management,
5. Personnel and program Assessment experience and knowledge,
6. Knowledge of support programs and funding resources,
7. Philosophy concerning role of Superintendent and School Board,

8. Philosophy concerning role of the student in the educational leadership process,
9. Philosophy concerning local control of the educational process,
10. Demonstrated knowledge and experience in Lakota history, culture, and values.

b. The Little Wound School Board shall screen the applicants and schedule structured interviews with the selected finalists and with the participation of staff, students, parents and community members. Interview questions must relate to the pre-established criteria deemed appropriate by the School Board.

c. The Superintendent shall be subject to a pre-employment alcohol and drug test, a background check which shall include, but not be limited to, criminal history, employment history, and a due diligence background check. The contract with the Superintendent, even if signed by the parties, shall not be considered executed, valid or enforceable until all results are returned regarding the background check. The legal effect of positive drug and alcohol test results coming in after the contract has been signed is that the Superintendent's contract shall be considered null and void, as if no employment relationship exists between the Superintendent and the Little Wound School.

2.09 SUPERINTENDENT APPOINTMENT

The Board shall select and appoint a Superintendent for a term which may be negotiated.

2.10 SUPERINTENDENT EXPENSES

The Superintendent shall be reimbursed in the same manner and at the same rates as all other employees of LWS.

2.11 SUPERINTENDENT PROFESSIONAL DEVELOPMENT OPPORTUNITIES

The Superintendent shall pursue professional development to keep the Board and professional staff informed of new and promising educational developments. The Superintendent should attend educational conferences, seminars, workshops, and other professional meetings, visit other school systems, and use other means to be informed about modern educational thought and process. The Superintendent shall notify the Board Chairperson of any professional meetings, which will cause her/him to be absent from the school for more than two (2) consecutive workdays. Professional development of more than three (3) days shall require notification of the entire Board. When the Superintendent is absent, s/he shall notify school personnel through the school bulletin of his/her absence, along with who the Acting Superintendent shall be.

2.12 SUPERINTENDENT CONSULTING

The Superintendent shall devote her/his time to the supervision of the school and shall not be engaged in any other business, which includes identified extra-curricular activities. Only by prior agreement with the Board may the Superintendent undertake consultant work or other

professional obligations.

2.13 COMMITTEES TO SUPERINTENDENT

The Superintendent may establish committees, as s/he deems necessary for proper administration of policy and for improvement of the total educational program. Such committees function in an advisory capacity, have no inherent authority and make recommendations to the Superintendent for possible submission to the Board. The Superintendent shall define the membership and responsibilities of such committees, which may be changed at her/his discretion. The Superintendent may approve the expenses incurred by such committees to be paid from school funds for services, materials, and travel, which shall be subject to veto by the Board.

2.14 SUPERINTENDENT ASSESSMENT

The Board shall evaluate the Superintendent at least once annually with consensus about her/his abilities and performance put in writing and made available to her/him utilizing an approved Assessment form. The Assessment criteria shall include, but not be limited to the criteria relied upon in hiring the Superintendent.

2.15 BOARD/SUPERINTENDENT RELATIONS

Legislation of policies is the most important function of the Board and the execution of policies is the function of the Superintendent. However, at all times the Superintendent is supervised by the LWS School Board. The Superintendent has executive powers to administer the school within Board policies, freeing the Board to devote time to policymaking and assessment functions. The Superintendent is responsible for carrying out policies within established guidelines and for keeping the Board informed about school operations. The Superintendent will notify the Board Chairperson and/or Board members as soon as possible of any events of an emergency nature which occur in school and any other important information.

2.16 SUPERINTENDENT COMPENSATION GUIDES AND CONTRACTS

The Board shall employ a superintendent with the ability to exercise professional leadership in the school.

- a. The salary for the Superintendent shall be negotiated with the Board. The salaries must be within established budget line items.
- b. The amount and type of leave shall be 16 days for the Superintendent.
- c. Any unused leave remaining at the end of the superintendent's contract period shall be negotiated as to any carryover provisions into the next contract term, or for payment upon completion of the contract, at the discretion of the Board.
- d. The fringe benefits for the superintendent shall be according to the fringe benefits that employees currently received.

- e. Any provisions and negotiated items shall be clearly specified on the superintendent's contract and approved by the Board.
- f. The original contract executed with the signatures of the superintendent and Board Chairperson shall be placed in the personnel file of the Superintendent.
- g. The Board will attempt to notify Superintendent of contract renewal or non-renewal by the first regular meeting in January. However, the Board reserves the right to not renew superintendent's contract at any time before the beginning of the next school year.

2.17 SUPERINTENDENT SEPARATION

The contract of a superintendent who shall arbitrarily or willfully breach her/his contract or abandon her/his employment without being released by the Board shall be null and void. The Board may recommend to proper authorities that the license or certificate of the superintendent be suspended or revoked. The Board may dismiss a superintendent for reasonable and just cause to include, but not be limited to, breach of contract, incompetence, neglect of duty, immoral conduct, in-temperance, brutal or oppressive treatment of a student or staff member, commission of a crime, continuing physical or mental disability rendering her/him unfit to perform her/his duties, refusing to give or follow a directive necessary to the safe and effective functioning of LWS, other matters prescribed by law, and violation of the code of ethics.

Only the Board may terminate a superintendent. The Superintendent may make the recommendation to the Board to terminate a principal, or the Board may terminate upon its own motion. If it decides to proceed upon the charge(s), the Board shall notify the superintendent in writing of the charge(s) brought against her/him, the reasons therefore, and advise her/him of the right to a due process hearing before the Board upon said charge(s) at a date to be set by the Board. A due process hearing shall not be automatic, and only be granted upon timely request by the superintendent. With regard to the procedures for such due process hearings, the superintendent shall follow the grievance procedures established by the LWS, except that the grievance shall only be heard by the Board. By unanimous vote, the Board may suspend from active duty, with or without pay, a superintendent against whom formal charge(s) or recommendation for termination has been filed, until a final decision is rendered.

2.18 SUPERINTENDENT RESIGNATION

If the Superintendent desires to be released from her/his contract, s/he shall request approval for such release in writing to the Board with the reason(s) clearly stated. Such resignation shall be in accordance with the Superintendent's contract.

2.19 SCHOOL PRINCIPALS

Each school principal, whether elementary, middle or high school principal is the chief administrator and instructional leader in each of the three schools. To be eligible for position of

principal, a person must meet the legal requirements of the accrediting authority applicable to principals. The principals are charged with the overall responsibility of the administration and instruction of his/her respective school, within the framework of the LWSPP, and under the direction and supervision of the Superintendent of LWS. The principals must be able to provide professional administrative leadership for the teachers and staff of each of the respective schools.

The Superintendent is responsible for clearly specifying the requirements and expectations of the Principals. Each principal shall meet a minimum of once per week with the school superintendent and a minimum of once per week with that principal's teachers and staff, with the exception of extenuating circumstances as determined by the Superintendent.

The school principals are ultimately responsible for maintaining and improving the academic and social progress of the LWS students, and for communicating and recommending to the Superintendent and School Board the needed changes in curriculum, student support, and staff development. The principals are responsible for carrying out the school mission and executing the LWSPP. The principals may delegate to subordinates in order to carry out his/her duties, but shall be ultimately responsible for ensuring that those duties are fulfilled by teachers and staff. The principals are also responsible for listening to and acting upon reasonable recommendations of his/her teachers and staff.

The principals shall, in conjunction with the Superintendent, submit an annual Instructional Progress Report no later than their Contract expiration date, which shall evaluate the instructional progress of the LWS students in each of the respective schools, as well as make recommendations for changes in instructional and operational policies and procedures. When a School Principal is absent, s/he shall notify school personnel through the school bulletin of his/her absence, along with who the Acting Principal shall be.

2.20 PRINCIPALS RECRUITMENT, SELECTION, INTERVIEWING, AND APPOINTMENT

The recruitment, selection and interviewing shall be as follows:

Recruitment

The Board shall consider only those candidates who meet qualifications of the accrediting agency and who display the ability to successfully carry out the duties of the Principal. The Board shall solicit applications from qualified members of the staff and may list the vacancy with any placement agency at its discretion.

Selection and Interviewing Process

Applications for the Principal shall be screened by the Human Resource Director and those candidates selected as finalists by the Board shall be interviewed. The Board shall endeavor to conduct interviews on a school day so that applicants may visit the school while in session and may utilize the services of the retiring Principal or an outside consultant for recruiting and interviewing candidates for the Principal's position. The Board reserves the right to re-advertise

if the Board is dissatisfied with the existing group of applicants.

a. Applicants must submit a letter of application, resume, credentials, certificate of endorsement, transcripts and shall include written statements concerning:

1. Educational philosophy,
2. Philosophy of Educational Administration,
3. Management experience,
4. Experience relating to facilities management,
5. Personnel and program Assessment experience and knowledge,
6. Knowledge of support programs and funding resources,
7. Philosophy concerning role of Superintendent and School Board,
8. Philosophy concerning role of the student in the educational leadership process,
9. Philosophy concerning local control of the educational process,
10. Demonstrated knowledge and experience in Lakota history, culture, and values.

b. The Little Wound School Board shall schedule structured interviews with the selected finalists and with the participation of staff, students, parents and community members. Interview questions will relate to any criteria deemed appropriate by the School Board.

c. The Principal shall be subject to a pre-employment alcohol and drug test, a background check which shall include, but not be limited to, criminal history, employment history, and a due diligence background check. The contract with the Principal, even if signed by the parties, shall not be considered executed, valid or enforceable until all results are returned regarding the background check. The legal effect of positive test results coming in after the contract has been signed is that the Principal's contract shall be considered null and void, as if no employment relationship exists between the Principal and the Little Wound School.

2.21 PRINCIPAL COMPENSATION GUIDES AND CONTRACTS

The Board shall employ principals with the ability to exercise professional leadership in the school.

- a. The salary for the Superintendent shall be negotiated with the Board. The salaries must be within established budget line items.
- b. The amount and type of leave for administrators shall be 16 days for the Superintendent

and 12 days for Principals.

- c. Any unused leave remaining at the end of the administrators' contract period shall be negotiated as to any carryover provisions into the next contract term, or for payment upon completion of the contract, at the discretion of the Board.
- d. The fringe benefits for administrators shall be according to the fringe benefits that employees currently received.
- e. Any provisions and negotiated items shall be clearly specified on the administrator's contract and approved by the Board.
- f. The original contract executed with the signatures of the administrator and Board Chairperson shall be placed in the personnel file of the administrator.
- g. The Board will attempt to notify Superintendent of contract renewal or non-renewal by the first regular meeting in January. However, the Board reserves the right to not renew an administrator's contract at any time before the beginning of the next school year.
- h. The Board will attempt to notify the Principals of contract renewal or non-renewal by the first regular meeting in February. However, the Board reserves the right to not renew an administrator's contract at any time before the beginning of the next school year.

2.22 PRINCIPAL

The superintendent shall evaluate the principals at least twice annually, based upon criteria agreed upon in advance between the School Board, the Superintendent, and the principals. The Assessments shall be placed in the principals' personnel folders.

The Superintendent shall report to the Board annually, prior to the first Monday in February, on the performance of all principals and recommend their continued employment and salary status. Written Assessments, observation of work by a principal's supervisor, or any other objective criteria may be used to recommend or not recommend continued employment. Formal Assessments shall be made at least twice per year, once each semester, according to the following guidelines:

1. Assessment criteria shall be in written form and made available to the principal.
2. The principal's immediate supervisor shall make the Assessment unless there is a conflict of interest, then see Section 2.05.
3. Assessment results shall be written and discussed by the evaluator and principal.
4. The principal being evaluated has the right to attach a memorandum to the written Assessment.
5. Results of Assessment shall be maintained in confidential personnel files kept in the Human

Resources Office.

2.23 PRINCIPAL SEPARATION

The contract of a principal who shall arbitrarily or willfully breach her/his contract or abandon her/his employment without being released by the Board shall be null and void. The Board may recommend to proper authorities that the license or certificate of the principal be suspended or revoked. The Board may dismiss a principal for reasonable and just cause to include, but not be limited to, breach of contract, incompetence, neglect of duty, immoral conduct, in-temperance, brutal or oppressive treatment of a student or staff member, commission of a crime, continuing physical or mental disability rendering her/him unfit to perform her/his duties, refusing to give or follow a directive necessary to the safe and effective functioning of LWS, other matters prescribed by law, and violation of the code of ethics.

Only the Board may terminate a principal. The Superintendent may make the recommendation to the Board to terminate a principal, or the Board may terminate upon its own motion. If it decides to proceed upon the charge(s), the Board shall notify the principal, in writing of the charge(s) brought against her/him, the reasons therefore, and advise her/him of the right to a due process hearing before the Board upon said charge(s) at a date to be set by the Board. A due process hearing shall not be automatic, and only be granted upon timely request by the principal. With regard to the procedures for such due process hearings, the principal shall follow the grievance procedures established by the LWS, except that the grievance shall only be heard by the Board. By unanimous vote, the Board may suspend from active duty, with or without pay, a principal against whom formal charge(s) or recommendation for termination has been filed, until a final decision is rendered.

2.24 PRINCIPAL RESIGNATION

Before the end of the contract, a principal shall give the Board thirty (30) calendar day's written notice of her/his intention to relinquish her/his position. The Board may accept or refuse the resignation. The Board reserves the right if it refuses the resignation of a principal to petition the State of South Dakota to revoke the principal's certificate and/or to impose a salary penalty.

2.25 TIME SCHEDULES

Daily time schedules for principals shall be set by the Superintendent. Principals shall be on duty during the approved specified school calendar year of classroom instruction as required by law for the school term. The Board shall determine the additional days needed to meet the demands of the school upon the recommendation of the Superintendent. principals may be required to attend meetings, conferences, and other activities in connection with their job responsibilities, which might extend beyond the regular workday at no additional compensation.

2.26 BOARD POLICY IMPLEMENTATION

The Superintendent is responsible for enforcing administrative regulations and policies established by the Board. Principals are responsible for informing subordinates of policies and

regulations and enforcing them.

2.27 DISREGARD FOR POLICY

Continuous disregard for Board policy and administrative rules and regulations shall be interpreted as insubordination or willful neglect of duty and may lead to disciplinary action.

2.28 PART-TIME ADMINISTRATORS

Administrators may be retained on a part-time basis under special circumstances agreed upon by the Superintendent and Board. This shall be considered only as long as it will be advantageous and workable for the school and the administrator involved.

2.29 ADMINISTRATIVE INTERN PROGRAM

An administrative intern program may be established and maintained to provide the school with a group of personnel eligible for service as administrators.