

Global Operational Expectation

The superintendent shall create and maintain a work and learning environment that is compliant with legal mandates, and ensures that the work of the district is focused on achieving agreed upon outcomes with regard to student achievement.

OE-1.1 The superintendent shall not cause, allow, or fail to take reasonable measures to prevent any practice, activity, or decision that is unlawful, unethical, unsafe, disrespectful, imprudent, unreasonable, in violation of board policy, or endangers the organization's public image or credibility.

OE-1.2 The superintendent shall consult with the district's legal counsel when developing, modifying or eliminating any policy that the superintendent knows could create a substantial risk of legal liability to the district, or when taking or failing to take action that could create a substantial risk of legal liability to the district. The superintendent or his/her designee may contact the district's legal counsel at any time as deemed necessary and will verify at each billing cycle their contact.

OE-1.3 The superintendent shall maintain a succession plan identifying three executive staff members who are familiar with the board's governance process and issues of current concern and is capable of assuming superintendent responsibilities when the superintendent is unavailable.

OE-1.4 The superintendent shall maintain policies and administrative policies in compliance with state law including but not limited to policies and practices relating to safety, curriculum, crisis management, student health procedures, and all other matters required by and referenced in Colorado Revised Statutes or federal law pertaining to students and public school districts.

OE-1.5 The superintendent shall maintain a Strategic Action Plan with measurable outcomes focused around Results Policies and ensure that it is reviewed and implemented as scheduled each year.

Adopted: June 6, 2007

Revised: August 23, 2011; December 12, 2012; August 6, 2013; March 18, 2014

Monitoring Method: *Internal report*
Monitoring Frequency: *Annually in October*

Organizational Culture

The superintendent shall maintain an organizational culture and learning environment that treats all people, including citizens, staff, and students, with respect, dignity, and courtesy in order to maintain the trust of all stakeholders and to promote effective learning.

OE 2.1 The superintendent will maintain a climate that is characterized by support and encouragement for high student achievement.

OE 2.2 The superintendent will maintain an organizational culture that:

- a. values individual differences of opinion;
- b. reasonably informs and includes people in decisions that affect them;
- c. provides open and honest communication in all written and interpersonal interaction;
- d. focuses on achievement of the Board's **Results** policies;
- e. supports an open, responsive, and welcoming environment.

OE 2.3 The superintendent will ensure that the public is informed about the condition and direction of the district by providing accurate and timely information, and appropriate opportunities for input and/or strategic two-way dialogue between the district and the citizens that builds understanding and support for district efforts.

OE-2.4 The superintendent will prohibit any behaviors or actions by adults who have contact with students that hinder the academic performance or well-being of students, and take action to address such behavior.

OE-2.5 The superintendent will maintain processes for the effective handling of complaints, except that the superintendent is not required to act on or respond to complaints from anonymous sources or other sources that cannot be verified.

OE 2.6 The superintendent will appropriately protect confidential information.

Adopted: June 6, 2007

Revised: August 23, 2011; December 11, 2012, March 18, 2014

Monitoring Method: *Internal Report*
Monitoring Frequency: *Annually in June*

Instructional Program

The superintendent shall maintain a program of instruction that offers challenging and relevant opportunities for all students to achieve at levels defined in the Board's **Results** policies.

OE 3.1 Ensure that instructional programs at all grade levels and in all content areas align with the Colorado Academic Standards (CAS), which include the National Common Core Standards.

OE 3.2 Curriculum and instructional will be based on best practice to create a learning environment that encourages engagement, addresses different learning styles and instructional needs while eliminating barriers to education for all students.

OE 3.3 Effectively measure each student's progress toward achieving or exceeding the standards and develop appropriate student-specific intervention strategies at all grade levels to get students on track to be post-secondary and workforce ready.

OE 3.4 Ensure that the instructional program includes opportunities for students to develop talents and interests in more specialized areas.

OE 3.5. Encourage new and innovative pilot programs, carefully monitoring and evaluating the effectiveness of all such programs at least annually.

OE 3.6. Protect the instructional time provided for students during the academic day by prohibiting interruptions due to unnecessary intrusions, unnecessary teacher time out of the classroom, or the scheduling of activities that can be scheduled during other times.

OE 3.7 Select and continuously evaluate instructional materials that advance the achievement of the Board's **Results** policies and that achieve continuity of the curriculum by course and grade level. Seek community input when any curricular changes result in a significant change in programming.

OE 3.8 Appropriately use and expand upon available technological tools to facilitate teaching, learning, and student assessment for the purpose of increasing student achievement.

OE 3.9 Bring to the Board a proposed district calendar for the school year that provides for a minimum of 175 student contact days, that best serves the learning needs of students, achieves the Board's **Results** policies, and reflects parameters set by the Board as well as feedback from parents, students and staff within the school district.

Adopted: June 6, 2007

Revised: December 11, 2012; September 17, 2013, March 18, 2014

Monitoring Method: *Internal report*
Monitoring Frequency: *Annually in November*

Discipline

The superintendent shall establish and consistently enforce discipline policies to maintain safe and effective environments for all students.

OE 4.1 The superintendent will ensure that all policies and procedures regarding discipline are enforced consistently using reasonable judgment.

OE 4.2 The superintendent will take reasonable steps to identify students at risk of suspension or expulsion and provide appropriate supports in an effort to change behavior of the students.

OE 4.3 The superintendent may not permit student behaviors that disrupt learning.

OE 4.4 The superintendent may not create any rule nor enforce on behalf of the district any rule that would prohibit a student's participation in any school or school-sponsored activity based upon the student's participation in lawful activities during out-of school hours and off school property.

OE 4.5 The superintendent may not operate outside the delegation of authority with regard to student discipline outlined in Section J of the adopted administrative regulations.

Adopted: June 6, 2007

Revised: August 23, 2011; December 11, 2012, March 18, 2014

Monitoring Method: *Internal report*
Monitoring Frequency: *Annually in January*

Financial Planning

The superintendent shall develop and maintain a multi-year financial plan that is related directly to the Board's **Results** priorities and **Operational Expectations** goals, and that avoids long-term fiscal jeopardy to the district.

OE 5.1 The superintendent will develop a budget that credibly describes revenues and expenditures, and is in a summary format understandable to the Board and presented in a manner that allows the Board to understand the relationship between the budget and the **Results** Policies and the Strategic Plan.

OE 5.2 The superintendent will develop a budget that shows the amount spent in each budget category for the most recently completed fiscal year, the amount budgeted for each category for the current fiscal year and the next fiscal year. This budget will define budget planning assumptions and also ensures fiscal soundness in future years.

OE 5.3 The superintendent will develop a budget that addresses appropriate recommendations made by the District Accountability and Advisory Committee and the Financial Advisory Committee.

OE 5.4 The superintendent may not develop a budget that reduces the projected year-end fund balance to an amount less than 10 percent of the general fund budgeted revenues without consent of the Board of Education in advance.

Adopted: June 6, 2007

Revised: March 17, 2009; August 23, 2011; May 1, 2012; December 11, 2012; March 18, 2014

Monitoring Method: *Internal report*
Monitoring Frequency: *Annually in June*

Financial Administration

The superintendent shall not cause or allow any financial activity or condition that materially deviates from the budget adopted by the Board, cause or allow any fiscal condition that is inconsistent with achieving the Board's **Results** or meeting any **Operational Expectations** goals, or place the long-term financial health of the district in jeopardy.

OE 5.1 The superintendent will ensure that payroll and legitimate debts of the district are promptly paid when due.

OE 5.2 The superintendent will ensure that all purchases are based upon comparative prices of similar items, including consideration of cost, vendor history, and long-term quality.

OE 5.3 The superintendent will use a competitive bidding procedure for the purchase of all supplies, materials and equipment, and any contracted services except professional services, in the amount of \$10,000 or more.

OE 5.4 The superintendent will present to the Board a request for proposal for an independent auditor to conduct an annual audit for periods not to exceed five years and will coordinate and cooperate with the Board's appointed financial auditor for an annual audit of all district funds and accounts. Once the audit is complete, the superintendent will incorporate into operating practices all audit recommendations agreed to in consultation with the Board.

OE 5.5 The superintendent will make all reasonable efforts to collect any funds due the district from any source.

OE 5.6 The superintendent will keep complete and accurate financial records by funds and accounts in accordance with generally accepted principles of governmental accounting.

OE 5.7 The superintendent will present quarterly statements of revenues and expenditures.

OE 5.8 The superintendent will publish general purpose financial statements annually.

OE 5.9 The superintendent will ensure that all student fund-raising activities within the district are conducted legally, ethically, and appropriately.

OE 5.10 The superintendent may not expend more revenues than have been received in the fiscal year unless revenues are made available through other legal means, including the use of fund balances, the authorized transfer of funds from reserve funds, and tax anticipation notes.

OE 5.11 The superintendent may not indebt the organization.

OE 5.12 The superintendent may not permanently transfer money from one fund to another.

OE 5.13 The superintendent may not receive, process, or disburse funds under controls that are insufficient under generally accepted accounting procedures.

OE 5.14 The superintendent will assure that any funds left in specific line items of board, or other district accounts at the end of each fiscal year, will be transferred forward into the General Fund for use and reallocation the following fiscal year.

Adopted: June 6, 2007

Revised: March 17, 2009; December 11, 2012; March 18, 2014; April 15, 2014

Monitoring Method: *Internal report*
Monitoring Frequency: *Annually in June*

Asset Protection

The superintendent will ensure that all organizational assets are adequately protected, properly maintained, appropriately used, and not placed at undue risk.

OE 6.1 The superintendent will maintain property and casualty insurance coverage on district property with limits no less than 80% of replacement value.

OE 6.2 The superintendent will maintain both errors and omissions and comprehensive general liability insurance coverage protecting Board members, staff, and the district itself in an amount that is reasonable for school districts of comparable size and character.

The indemnification of a Board of Education member or the superintendent shall be limited to:

- Defending or providing the costs of defense against the acts or omissions outlined in Indicator #2.
- Payment of all compromises, settlements and/or final judgments resulting from the acts or omissions outlined in Indicator #2.

Board of Education members and the superintendent are indemnified and held harmless by the district for any actual or alleged breach of duty, neglect, error, misstatement, misleading statement or omission or similar matter committed during the performance of their duties and within the scope of their employment, unless such act or omission is willful or wanton or in bad faith, and specifically excluding any demand, claims, suits, actions, or legal proceedings brought against any board member or the superintendent by or on behalf of the district, and further excluding any criminal proceedings brought against any board member or the superintendent.

OE 6.3 The superintendent will ensure that all personnel who have access to \$50 or more of district and school funds are bonded or insured for theft.

OE 6.4 The superintendent will plan for the necessary replacement of plant or equipment that has become outdated to the extent that it cannot be used for its intended purpose.

OE 6.5 The superintendent will complete an annual inventory of capital assets of the district.

OE 6.6 The superintendent may not unreasonably subject plant and equipment to improper wear and tear or insufficient maintenance, or let plant or equipment deteriorate such that it endangers health or safety.

OE 6.7 The superintendent may not recklessly expose the district, the Board or staff to legal liability.

OE 6.8 The superintendent may not invest funds in investments that are not secured or that are not authorized by law.

OE 6.9 The superintendent may not purchase or sell real estate, including land and buildings without Board approval.

OE 6.10 The superintendent shall develop and maintain systems to track and protect materials and equipment purchased by the district valued at \$500 or more and below the \$5,000 limit required for capital assets.

Adopted: June 6, 2007

Revised: August 23, 2011; December 11, 2012; August 6, 2013, March 18, 2014

Monitoring Method: Internal report

Monitoring Frequency: Annually in February

Facilities

The superintendent shall ensure that physical facilities support the accomplishment of the Board's **Results** policies, are safe and properly maintained.

OE 7.1 The superintendent will develop a plan that establishes priorities for construction, renovation, and maintenance projects that:

- a. Assigns highest priority to the correction of unsafe conditions;
- b. Includes maintenance costs as necessary to enable facilities to reach their intended life cycles;
- c. Plans for and schedules preventive maintenance;
- d. Plans for and schedules system replacement when new schools open, schools are renovated, or systems replaced;
- e. Discloses assumptions on which the plan is based, including growth patterns and the financial and human capital impact individual projects will have on other parts of the organization;
- f. Plans for life cycle costs.

OE 7.2 The superintendent will ensure that facilities are clean, safe, and sanitary as appropriate.

OE 7.3 The superintendent will develop and consistently administer Facilities Use Guidelines outlined in district policy.

OE 7.4 The superintendent may not build or renovate buildings, or enter into, extend, or change any lease regarding facilities or real estate without Board approval.

OE 7.5 The superintendent may not recommend land acquisition without first determining growth patterns, comparative costs, construction, and transportation factors and any extraordinary contingency costs due to potential natural and man-made risks.

OE 7.6 The superintendent may not authorize changes to construction schedules and change orders that significantly increase cost or reduce quality.

OE 7.7 The superintendent may not unreasonably deny the public's use of facilities as long as student safety, student functions, and the instructional program are not compromised, as well as no unusual wear and tear to the facility would result.

Adopted: June 6, 2007

Revised: August 23, 2011; December 11, 2012; March 18, 2014

Monitoring Method: *Internal report*
Monitoring Frequency: *Annually in March*

Personnel Administration

The superintendent shall ensure the recruitment, employment, development, evaluation, and compensation of district employees in a manner necessary to enable the organization to achieve its **Results** policies and support the district's mission.

OE 8.1 The superintendent will conduct background checks and inquires prior to hiring any paid personnel.

OE 8.2 The superintendent will select the most highly qualified and best-suited candidates for all positions.

OE 8.3 The superintendent will administer clear personnel rules and procedures for employees.

OE 8.4 The superintendent will maintain adequate job descriptions for all staff positions.

OE 8.5 The superintendent will develop compensation and benefit plans to attract and retain the highest quality employees.

OE 8.6 The superintendent will ensure that an evaluation of all personnel is conducted at least annually and is designed to:

- a. Improve and support instruction;
- b. Measure and document both excellent performance and unsatisfactory performance;
- c. Link teacher and administrator performance with multiple measures of student achievement.
- d. Promote continuous improvement and professional development.

Adopted: June 6, 2007

Revised: August 23, 2011; December 11, 2012, March 18, 2014

Monitoring Method: *Internal report*
Monitoring Frequency: *Annually in April*

Communicating With the Board

The superintendent shall ensure that the Board is fully and adequately informed about matters relating to Board work and significant organizational concerns.

OE-9.1 The superintendent will submit required monitoring data (see policy **B/SR-3–Monitoring Superintendent Performance**) in a thorough, accurate, and understandable fashion, according to the Board’s annual work plan schedule, and including both superintendent interpretations and relevant data to substantiate compliance or reasonable progress.

OE-9.2 The superintendent will inform the Board in a timely manner of any actual or anticipated noncompliance with any Board **Operational Expectations** policy or any anticipated failure to achieve reasonable progress toward any aspect of the **Results** policy.

OE-9.3 The superintendent will inform the Board or individual members if, in the superintendent’s opinion, the Board or individual members have encroached into areas of responsibility assigned to the superintendent or if the Board or its members are non-compliant with any **Board Culture** or **Board/Superintendent Relations** policies.

OE-9.4 The superintendent will provide for the Board in a timely manner, information about trends, facts, and other information relevant to the Board’s work and direction of the district, as well as provide internal and external viewpoints to ensure informed Board decisions.

OE-9.5 The superintendent will provide for the Board full and adequate information about all administrative actions and decisions that are delegated to the superintendent, but required by law to be approved by the Board.

OE-9.6 The superintendent will inform the Board of anticipated changes in and/or issues related to high profile positions.

OE-9.7 The superintendent will inform the Board of significant transfers of money within funds or other changes substantially affecting the district’s financial condition.

OE-9.8 The superintendent will inform the Board in a timely manner of the administrative disposition of complaints presented to the superintendent by the Board.

OE-9.9 The superintendent will obtain direction from the Board before entering into, negotiating, extending, terminating, or modifying any contract between the Board and any charter school or employee group.

OE-9.10 The superintendent will maintain a current file of all minutes of Board meetings, except those executive session minutes destroyed in accordance with law.

OE-9.11 The superintendent will maintain a current file of all Board and administrative policies.

Adopted: June 6, 2007

Revised: August 23, 2011; December 11, 2012; March 18, 2014

Monitoring Method: Internal report

Monitoring Frequency: Annually in May