

Isanti Community School
Board of Education - Work Session
Friday, March 4, 2022

- I. CALL THE MEETING TO ORDER - ROLL CALL

- II. Work Session-Administrative Restructuring

- III. ADJOURN



**Isanti Community Schools
BOE Retreat
March 4-5, 2022**

Marriott Riverfront, South Sioux City, NE

Friday March 4, 2022

- 6:00 - Working Dinner - Admin, Board members, Mrs. Bathke, Mrs. Hefner, Dr. Mausbach, Mrs. Richards Welcome:
 - Why Are We Here?
 - Proposed Organizational Structure for 2022-23

Saturday March 5, 2022

- 9:00-9:15 It's About the Kids: Helping our Students Achieve
- Number Talks Video/ Discussion
 - No Worksheet Tuesdays
- 9:15-10:00 Follow-Up/Clarification on Organizational Structure
- 10:00-10:15 Break
- 10:15-11:00 Update on Culture Committee
- 11:00-Noon BOE Input
- Perpetual calendar
 - Benchmarks
 - Evaluation of Executive Directors
- Noon- 1:00 Working Lunch
- Administrative Salaries 2022-23



Administrative Structure Isanti Community Schools 2022-23

This structure is being proposed to assist the Isanti Board of Education in achieving their roles and responsibilities and the goal of improved student achievement.

Theory of Action

We believe:

- That we can be a high achieving school district.
- Our students deserve a high quality education.
- Consistency and quality leadership is essential to reaching our goals as a district.
- The commitment and quality of personnel within our district will be able to successfully lead the district.

As a result we will take the following actions:

- Create an organizational structure that distributes leadership between three organizational functions.
- Distribute the superintendent duties throughout the three organizational functions.
- We will collaborate, communicate and reach consensus on major decisions.
- We will engage staff, the school board and the community to help us reach our goals.

These actions will result in:

- Improved outcomes for students
- High expectations for students
- Increased accountability
- Improved school culture and professional ethics
- Enhanced recruitment and retention of quality staff
- Strategic use of resources
- Consistency and alignment of expectations for curriculum, culture, and social and emotional learning PK-12.

Job Descriptions

Executive Director for Business & Operations

Mission, Vision and Goals

The Executive Director for Business and Operations will collaborate with the board in order to support the school's mission and vision.

Performance Indicators:

- Provides and advocates for decision-making based upon data and best practice in allocation of district resources
- Plans, formulates, recommends and advises the board concerning various issues, trends, concerns, and/or any legislation that may impact the district's mission or strategic plans

Standard II: Policy

The Executive Director for Business and Operations works collaboratively with the board to define, update and adopt effective and purposeful district policy.

Performance Indicators:

- Conducts all school business and decision-making within the parameters of NDE Rules and Regulations, state and federal laws, and board policy
- Files all reports required by state or federal law/regulations
- Conducts all meetings of the board in accordance with the Nebraska Open Meetings Law

Standard III: Budget Planning and Management

The Executive Director for Business and Operations provides organizational leadership district-wide to ensure fiscal responsibility by allocating, using and investing district resources to support effective instruction and improved student learning.

Performance Indicators:

- Educates and engages the board in discussion of the development of the budget, acting in accordance with rules and regulations, statute, and policy
- Leads budget planning process including forecasting potential revenue, expenditures, and needs to align with available resources and district mission, vision, and goals
- Establishes and maintains efficient procedures and effective controls for operations and all expenditures
- Administers the adopted budget in accordance with legal requirements and board policy
- Remains accountable to the board for utilization of fiscal and human resources
- Provides effective financial forecasting and long and short-term financial planning to support decision-making
- Ensures the upkeep and maintenance of all facilities, and in collaboration with the board, plans for long-range facilities maintenance and upkeep

- Ensures completion of an annual CPA audit in accordance with law, board policy, and prompt disclosure of findings to board and/or finance committee.

Standard V: Organizational & Cultural Leadership

The Executive Director for Business and Operations provides cultural leadership through accountability, inclusiveness, engagement and advocacy for staff and students.

Performance Indicators:

- Creates a respectful culture of shared expectations, mutual accountabilities, and constructive feedback
- Develops a high-performing leadership team and conducts purposeful and equitable recruiting and hiring processes
- Coordinates a responsive district crisis and safety plan
- Manages athletics

Standard VI: Community Relations

The Executive Director for Business and Operations establishes and sustains effective communication to inform and engage the board, parents, students, staff, local and state government officials, community members and business leaders.

Performance Indicators:

- Represents the school district through effective public relations and engagement
- Develops and sustains purposeful community partners to support the educational needs of the district
- Establishes a visible presence and positive relationships with board members, parents, students, and community members

Standard VII: Professional Leadership

The Executive Director for Business and Operations models and demonstrates professional leadership, ethics, and a commitment to growth and improved instruction and learning for staff and students.

Performance Indicators:

- Delegates duties as appropriate, with the knowledge of final responsibilities for action taken
- Models ethical leadership in word and deed that is based upon integrity, trust, and respect
- Conducts staff observations and evaluations per board policy and legal requirements, ensures that evaluations are completed by other district staff as assigned, improvement plans are implemented as the need is identified
- Assigns conditions of employment for staff in the best interest of the district and educational programs provided for students
- Participates, as deemed appropriate by the board, in negotiations with recognized employee bargaining groups

Standard VIII: Board-Superintendent Relations

The Executive Director for Business and Operations collaborates with the board to define district expectations, policies, and goals to support instruction and student learning.

Performance Indicators:

- Assists the board in fulfilling their proper roles, responsibilities, and duties in an effective manner
- Coordinates the work of the board through collaborative problem-solving and decision-making
- Demonstrates support and respect for the board and board committee work
- Prepares for board adoption and distribution to the public an annual report as prescribed by law
- Maintains an appropriate and professional relationship with the board
- Provides the board with facts, information, data, and recommendation for action to support informed decision-making
- Ensures all board members are informed with timely, consistent and open communication
- Prepares for and posts monthly board agenda.

Executive Director for Special Education & Secondary Education

Mission, Vision and Goals

The Executive Director for Special Education & Secondary Education will collaborate with the board in order to support the school's mission and vision.

Performance Indicators:

- Develops, implements, and monitors plans for accomplishing the district mission, vision, and goals
- Engages internal and external stakeholders in the educational vision and priorities of the district
- Reviews the progress of the School Improvement Plan
- Leads the board in the development of a vision to support goals and long-range decision-making
- Provides and advocates for decision-making based upon data and best practice in allocation of district resources
- Plans, formulates, recommends and advises the board concerning various issues, trends, concerns, and/or any legislation that may impact the district's mission or strategic plans

Standard II: Policy

The Executive Director for Special Education & Secondary Education works collaboratively with the board to define, update and adopt effective and purposeful district policy.

Performance Indicators:

- Provides guidance to the board in the development of policy, adoption, and revisions
- Implements administrative protocol and procedures via effective and purposeful board policy

- Provides public access to district policy and ensures all handbooks aligned to board policy
- Ensures and monitors administrators in providing procedural enforcement and regulation
Conducts all meetings of the board in accordance with the Nebraska Open Meetings Law

Standard IV: Educational Leadership

The Executive Director for Special Education & Secondary Education provides educational leadership ensuring resources align and support best practice for instructional standards, as well as implementation of current and/or applicable curriculum/ assessments to support student success.

Performance Indicators:

- Assumes the key educational leadership role by promoting a culture centered around students, curriculum and instruction to meet the needs of all students
- Promotes the engagement of parents and families as partners in the education of students
- Considers methods to advance programs and services to address the needs of the district
- Validates district is in compliance with NDE Accreditation requirements
- Informs the board of AQuESTT status for each building and the school district
- Ensures alignment of curriculum vertically, horizontally, and to the state standards and consistent implementation of the district-adopted instructional framework
- Integrates the district-adopted instructional framework into certificated staff evaluations
- Provides comprehensive coursework and opportunities to ensure college/career readiness for every student
- Optimizes alignment of resources, curriculum, and assessments to support student success

Standard V: Organizational & Cultural Leadership

The Executive Director for Special Education & Secondary Education provides cultural leadership through accountability, inclusiveness, engagement and advocacy for staff and students.

Performance Indicators:

- Promotes a healthy environment advocating for diversity, equity, and inclusion initiatives for staff and students
- Creates a respectful culture of shared expectations, mutual accountabilities, and constructive feedback
- Develops a high-performing leadership team and conducts purposeful and equitable recruiting and hiring processes
- Resolves conflict and addresses social-emotional matters in a purposeful and timely manner

Standard VI: Community Relations

The Executive Director for Special Education & Secondary Education establishes and sustains effective communication to inform and engage the board, parents, students, staff, local and state government officials, community members and business leaders.

Performance Indicators:

- Represents the school district through effective public relations and engagement
- Develops and sustains purposeful community partners to support the educational needs of the district
- Establishes a visible presence and positive relationships with board members, parents, students, and community members
- Expresses genuine interest in building a connection with students and regularly attends and participates in school activities, events, and programs

Standard VII: Professional Leadership

The Executive Director for Special Education & Secondary Education models and demonstrates professional leadership, ethics, and a commitment to growth and improved instruction and learning for staff and students.

Performance Indicators:

- Delegates duties as appropriate, with the knowledge of final responsibilities for action taken
- Models ethical leadership in word and deed that is based upon integrity, trust, and respect
- Conducts staff observations and evaluations per board policy and legal requirements, ensures that evaluations are completed by other district staff as assigned, improvement plans are implemented as the need is identified
- Assigns conditions of employment for staff in the best interest of the district and educational programs provided for students
- Participates, as deemed appropriate by the board, in negotiations with recognized employee bargaining groups
- Affords opportunities for staff to participate in professional development
- Demonstrates a personal and professional commitment to life-long learning knowledge of current evidence-based practices, trends to support effective instruction and learning

Standard VIII: Board-Superintendent Relations

The Executive Director for Special Education & Secondary Education collaborates with the board to define district expectations, policies, and goals to support instruction and student learning.

Performance Indicators:

- Assists the board in fulfilling their proper roles, responsibilities, and duties in an effective manner
- Coordinates the work of the board through collaborative problem-solving and decision-making
- Demonstrates support and respect for the board and board committee work

- Prepares for board adoption and distribution to the public an annual report as prescribed by law
- Maintains an appropriate and professional relationship with the board
- Provides the board with facts, information, data, and recommendation for action to support informed decision-making
- Ensures all board members are informed with timely, consistent and open communication.

Executive Director for Curriculum & Instruction and Elementary Leadership

Mission, Vision and Goals

The Executive Director for Curriculum & Instruction and Elementary Leadership will collaborate with the board in order to support the school's mission and vision.

Performance Indicators:

- Develops, implements, and monitors plans for accomplishing the district mission, vision, and goals
- Engages internal and external stakeholders in the educational vision and priorities of the district
- Reviews the progress of the School Improvement Plan
- Leads the board in the development of a vision to support goals and long-range decision-making
- Provides and advocates for decision-making based upon data and best practice in allocation of district resources
- Plans, formulates, recommends and advises the board concerning various issues, trends, concerns, and/or any legislation that may impact the district's mission or strategic plans

Standard II: Policy

The Executive Director for Curriculum & Instruction and Elementary Leadership works collaboratively with the board to define, update and adopt effective and purposeful district policy.

Performance Indicators:

- Provides guidance to the board in the development of policy, adoption, and revisions
- Implements administrative protocol and procedures via effective and purposeful board policy
- Provides public access to district policy and ensures all handbooks aligned to board policy
- Ensures and monitors administrators in providing procedural enforcement and regulation
Conducts all meetings of the board in accordance with the Nebraska Open Meetings Law

Standard IV: Educational Leadership

The Executive Director for Curriculum & Instruction and Elementary Leadership provides educational leadership ensuring resources align and support best practice for instructional standards, as well as implementation of current and/or applicable curriculum/ assessments to support student success.

Performance Indicators:

- Assumes the key educational leadership role by promoting a culture centered around students, curriculum and instruction to meet the needs of all students
- Promotes the engagement of parents and families as partners in the education of students ©2019 Nebraska Association of School Boards - All rights reserved. Page 4
- Considers methods to advance programs and services to address the needs of the district
- Validates district is in compliance with NDE Accreditation requirements
- Informs the board of AQuESTT status for each building and the school district
- Ensures alignment of curriculum vertically, horizontally, and to the state standards and consistent implementation of the district-adopted instructional framework
- Integrates the district-adopted instructional framework into certificated staff evaluations
- Provides comprehensive coursework and opportunities to ensure college/career readiness for every student
- Optimizes alignment of resources, curriculum, and assessments to support student success

Standard V: Organizational & Cultural Leadership

The Executive Director for Curriculum & Instruction and Elementary Leadership provides cultural leadership through accountability, inclusiveness, engagement and advocacy for staff and students.

Performance Indicators:

- Promotes a healthy environment advocating for diversity, equity, and inclusion initiatives for staff and students
- Creates a respectful culture of shared expectations, mutual accountabilities, and constructive feedback
- Develops a high-performing leadership team and conducts purposeful and equitable recruiting and hiring processes
- Resolves conflict and addresses social-emotional matters in a purposeful and timely manner

Standard VI: Community Relations

The Executive Director for Curriculum & Instruction and Elementary Leadership establishes and sustains effective communication to inform and engage the board, parents, students, staff, local and state government officials, community members and business leaders.

Performance Indicators:

- Represents the school district through effective public relations and engagement
- Develops and sustains purposeful community partners to support the educational needs of the district

- Establishes a visible presence and positive relationships with board members, parents, students, and community members
- Expresses genuine interest in building a connection with students and regularly attends and participates in school activities, events, and programs
- First point of contact regarding community and business inquiries.
- Receives and responds to emails traditionally sent to superintendent.

Standard VII: Professional Leadership

The Executive Director for Curriculum & Instruction and Elementary Leadership models and demonstrates professional leadership, ethics, and a commitment to growth and improved instruction and learning for staff and students.

Performance Indicators:

- Delegates duties as appropriate, with the knowledge of final responsibilities for action taken
- Models ethical leadership in word and deed that is based upon integrity, trust, and respect
- Conducts staff observations and evaluations per board policy and legal requirements, ensures that evaluations are completed by other district staff as assigned, improvement plans are implemented as the need is identified
- Assigns conditions of employment for staff in the best interest of the district and educational programs provided for students
- Participates, as deemed appropriate by the board, in negotiations with recognized employee bargaining groups
- Affords opportunities for staff to participate in professional development
- Demonstrates a personal and professional commitment to life-long learning knowledge of current evidence-based practices, trends to support effective instruction and learning

Standard VIII: Board-Superintendent Relations

The Executive Director for Curriculum & Instruction and Elementary Leadership collaborates with the board to define district expectations, policies, and goals to support instruction and student learning.

Performance Indicators:

- Assists the board in fulfilling their proper roles, responsibilities, and duties in an effective manner
- Coordinates the work of the board through collaborative problem-solving and decision-making
- Demonstrates support and respect for the board and board committee work
- Prepares for board adoption and distribution to the public an annual report as prescribed by law
- Maintains an appropriate and professional relationship with the board
- Provides the board with facts, information, data, and recommendation for action to support informed decision-making

- Ensures all board members are informed with timely, consistent and open communication.
- First point of contact regarding community and business inquiries.

