

POLICY SERVICES

ADVISORY

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|---|--|
| Policy Advisory No. 866 | Policy CA — Administration Goals / Priority Objectives |
| Policy Advisory No. 867 | Policy CB — Superintendent |
| Policy Advisory No. 868 | Policy CBA — Qualifications and Duties of the Superintendent |
| Policy Advisory No. 869 | Policy CBCA — Delegated Authority <i>NEW</i> Regulation CBCA-R — Delegated Authority |
| Policy Advisory No. 870 | Policy CBI — Evaluation of Superintendent Exhibit CBI-EA — Evaluation of Superintendent (Districts may choose either CBI-EA or CBI-EB) Exhibit CBI-EB — Evaluation of Superintendent |
| Policy Advisory No. 871 <i>DELETE</i> | Policy CCB — Line and Staff Relations <i>DELETE</i> Regulation CCB-R — Line and Staff Relations |
| Policy Advisory No. 872 | Policy CFD — School - Based Management Regulation CFD-R — School - Based Management <i>DELETE</i> Exhibit CFD-E — School - Based Management <i>DELETE</i> Policy CFD — School - Based Management (Version for one [1] school District or < than 600 students) |
| Policy Advisory No. 873 | Policy CHD — Administration in the Absence of Policy |
| Policy Advisory No. 874 | Policy CK — Administrative Consultants |
| Policy Advisory No. 875 | Policy CM — School District Annual Report |

Note: This material is written for informational purposes only, and not as legal advice. You may wish to consult an attorney for further explanation.

POLICY ADVISORY DISCUSSION

Summary

Section C Revision

The policy documents listed above have either been removed, added due to recodification, merged with policy documents containing similar topics, or revised (see Discussions below for specific information regarding each document). Documents not listed in this **comparison document** from Section C did not change. The **clean copy document** linked on the Policy Advisory communication provides the revised Section C in its entirety.

Policy Advisory No. 866

Policy CA — Administration Goals / Priority Objectives

Minor revisions were made to policy language for clarity, and A.R.S. 15-341 was added as a Legal Reference as the statute pertains to Board policies and curricula noted in Policy CA.

Policy Advisory No. 867

Policy CB — Superintendent

Policy CB was updated to align with statutory language (*may* versus *shall*). [A.R.S. 15-503]

Policy Advisory No. 868

Policy CBA — Qualifications and Duties of the Superintendent

Subheadings were added and language in Policy CBA was reorganized for clarity (e.g., the statutory fingerprint card was moved to the second paragraph under the subheading, *Qualifications*, and the delegation portion in the second paragraph was moved under the subheading, *Duties*); additional minor edits were included for clarity.

Policy Advisory No. 869

Policy CBCA — Delegated Authority NEW Regulation CBCA-R - Delegated Authority

Information from Policy CCB was moved to Policy CBCA under “H.” and the final sentence of the policy; therefore, Policy CCB was removed from the model manual. In addition, E. - G. were added as additional areas of delegated authority, and Legal References A.R.S. 15-806 and 15-341 were added (school closures portions). Also, newly created Regulation CBCA-R contains language formerly in Regulation CCB-R; therefore, Regulation CCB-R was removed from the model manual (no change was made to original regulation language).

Note: This material is written for informational purposes only, and not as legal advice. You may wish to consult an attorney for further explanation.

Policy Advisory No. 870

Policy CBI — Evaluation of Superintendent
Exhibit CBI-EA — Evaluation of Superintendent
(Districts may choose either CBI-EA or CBI-EB)
Exhibit CBI-EB — Evaluation of Superintendent

Subheadings were added and language in Policy CBI was reorganized for clarity (e.g., information regarding executive session was moved to the first paragraph under the subheading, *Executive Session*, and the sentence regarding the Superintendent's personnel file was moved to the final sentence under the subheading, *Evaluation Process*). In addition, information regarding the exception to the contract offer date due to an override election per A.R.S. 15-503, and the contract acceptance timeframe were added. As with the Board Self-Evaluation Tool (Policy Advisory 820), Exhibit CBI-E offers Districts a choice: the original Superintendent Evaluation Tool (labeled as CBI-EA in this document) or the updated Superintendent Evaluation Tool (labeled as CBI-EB in this document). The updated Exhibit CBI-EB, created in collaboration with ASA (Arizona School Administrators), contains links to both the Evaluation Tool Guidance Handbook and the Superintendent Evaluation Tool, a free and customizable tool incorporating the yearly Superintendent goals. No change was made to the original language in Exhibit CBI-EA; minor edits were made to CBI-EB.

Policy Advisory No. 871 ~~DELETED~~ Policy CCB — Line and Staff Relations
~~DELETED~~ Regulation CCB-R — Line and Staff Relations

Language in Policy CCB was moved to Policy CBCA under "H." and the final sentence of the policy; therefore, Policy CCB was removed from the model manual. Language in Regulation CCB-R was moved to newly created Regulation CBCA-R; therefore, CCB-R was removed from the model manual. No change was made to the original regulation language (title change only).

Policy Advisory No. 872

Policy CFD — School - Based Management
Regulation CFD-R — School - Based Management
~~DELETED~~ Exhibit CFD-E — Board Member Oath of Office
~~DELETED~~ (<600 students) Policy CFD — School - Based Management

The statutory requirement for school councils was added to the first sentence [A.R.S. 15-351], as well as the exception for small Districts [A.R.S. 15-352]. Due to the addition of the Small District Exception in the general Policy CFD, the second Policy CFD specifically for Small Districts was removed from the model manual, as well as its accompanying Exhibit CFD-E. Subheadings were also added, and language was removed for clarity in both the general Policy CFD and its accompanying Regulation CFD-R.

Policy Advisory No. 873

**Policy CHD — Administration in the
Absence of Policy**

The legal reference was removed from Policy CHD as the statute does not specifically reference policy language.

Policy Advisory No. 874

Policy CK — Administrative Consultants

The phrase “curricula, physical plant and other requirements of the District” was added to Policy CK to align with language in A.R.S. 15-343.

Policy Advisory No. 875

Policy CM — School District Annual Report

An introductory sentence, subheadings, and information regarding the Financial Annual Report were added to Policy CM for clarity. In addition, the section regarding Guaranteed Energy Cost Savings was removed as a District may include the required information in their Annual Report by utilizing the report provided by the qualified provider.

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If you have any questions, call Policy Services at (602) 254-1100. Ask for Dr. Charlotte Patterson, Policy Analyst; Lynne Bondi, Policy Analyst; or Renae Watson, Policy Technician. Our e-mail addresses are, respectively, [cpatterson@azsba.org], [lbondi@azsba.org] and [rwatson@azsba.org].

Note: This material is written for informational purposes only, and not as legal advice. You may wish to review the policy references and consult an attorney for further explanation.

ADVISORY 866

Note: This material is written for informational purposes only, and not as legal advice. You may wish to consult an attorney for further explanation.

CA ©
**ADMINISTRATION GOALS /
PRIORITY OBJECTIVES**

The District administration is responsible, within the guidelines established by Board policy, for the direction and coordination of students and staff members in their efforts to reach educational goals adopted by the Board.

The Board expects the administration to specialize in:

- A. ~~the processes of~~ Decision-making and communication;
- B. ~~p~~Planning, organizing, implementing, and evaluating educational programs;
- C. ~~the demonstration of~~ Providing educational leadership;
- D. ~~the development~~ Developing and ~~maintenance of~~ maintaining close working relationships and channels of communication within the District and the community;
- E. ~~the minimization of misunderstandings; and~~ F. the development of cooperation toward attaining the Supporting educational goals adopted by the Board.

Adopted: _____

LEGAL REF.:

A.R.S.

15-321

15-341

ADVISORY 867

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**CB ©
SUPERINTENDENT**

The Board ~~shall~~ may employ a Superintendent, who ~~shall~~ will enforce the statutes and rules of the state of Arizona and the federal government, and the policies of the Governing Board of the District.

The administration of the school system in all aspects is the responsibility of the Superintendent, whose functions shall be carried out in accordance with the policies of the Board.

The Superintendent may establish regulations for the administration of the District that are in compliance with applicable statutes or regulations of the Arizona Administrative Code and the policies of the Governing Board. These regulations are binding on the employees of this District and students in the schools.

Adopted: _____

LEGAL REF.:
A.R.S.
15-503

ADVISORY 868

Note: This material is written for informational purposes only, and not as legal advice. You may wish to consult an attorney for further explanation.

CBA ©
**QUALIFICATIONS AND DUTIES
OF THE SUPERINTENDENT**

~~(Performance Responsibilities)~~

Qualifications

The Superintendent shall have appropriate qualifications as determined by the Governing Board by action taken at a public meeting.

The Superintendent shall ~~supervise, either directly or through delegation, all activities and all personnel of the school system according to the laws of the state of Arizona, rules of the Arizona State Board of Education, and adopted policies of the Governing Board.~~ have a valid fingerprint card issued pursuant to A.R.S. 41-1758.03.

Duties

The Superintendent is the District's chief executive officer and the administrative head of all divisions and departments of the school system. It is the Superintendent's duty to administer the policies of the Board and to provide leadership for the entire school system. The Superintendent is the professional consultant to the Board and, in this capacity, makes recommendations to the Board for changes in Board policies and the educational program.

The Superintendent, as chief administrative officer of the District, shall supervise, either directly or through delegation, all activities and all personnel of the school system according to the laws of the state of Arizona, rules of the Arizona State Board of Education, and adopted policies of the Governing Board.

The Superintendent provides the initiative and the technical guidance for the improvement of the total program of the school system. The delegation of authority for the operation of the various functions of the school system is one of the Superintendent's duties. The Superintendent is, however, responsible to the Board for all functions of the District, including but not limited to those listed below.

Education:

- A. Administers the development, coordination, maintenance, and evaluation of ~~the educational program, including the special education program~~ all educational programs.

B. Supervises methods of teaching, supervision, and administration in effect in the schools.

C. Keeps informed of modern educational thought and practices by advanced study, by visiting school systems elsewhere, by attending educational conferences, and by other appropriate means.

D. Keeps the public informed about modern education practices, educational trends, and the policies, practices, and problems in the District schools.

Management:

A. Ensures that all activities of the District are conducted in accordance with the laws of the state of Arizona, the regulations of the Arizona Board of Education, and the policies of the Governing Board.

B. Assumes responsibility for the overall financial planning of the District and for the preparation of the annual budget, and submits submission of it to the Board for review and approval.

C. Establishes and maintains efficient procedures and effective controls for all expenditures of school funds in accordance with the adopted budget, subject to direction and approval of the Board.

D. Maintains ~~or has maintained~~ adequate records for the schools, including, but not limited to:

1. financial accounts,
2. business and property records,
3. personnel,
4. school population,
5. student records including verifiable documentation of each student's residency in this state in accordance with guidelines and forms adopted by the Arizona Department of Education, and
6. scholastic records.

E. Provides suitable instructions and regulations to govern the maintenance of District properties.

F. Provides suitable instructions and regulations to govern the safety and transportation of students.

G. Assumes responsibility for the use of buildings and grounds.

H. Recommends the locations and sizes of new school sites and of additions to existing sites; the locations and sizes of new buildings; the plans for new school buildings; all appropriations for sites and buildings; and improvements, alterations, and changes in the buildings and equipment of the District.

I. Oversees the processing and submission of required reports.

J. Interprets the budget and finances to the community.

K. Remains current on new legislation and implements laws to the best advantage of the District.

Governing Board:

A. Attends and participates in all meetings of the Board and its committees, except when excused by the Board.

B. Takes prompt action to implement all directives of the Board.

C. Advises the Board on the need for new and/or revised policies.

D. Provides timely advice to the Board on the implication of changes in statutes or regulations affecting education.

E. Informs and advises the Board about programs, practices, and problems of the schools, and keeps the Board informed of the activities operating under the Board's authority.

F. Prepares and submits to the Board recommendations relative to all matters requiring Board action, placing before the Board such facts, objective information, and reports as are needed to ensure the making of informed decisions.

G. Develops and implements rules and regulations in keeping with Board policy.

H. Acts as chief public relations agent for the District.

I. Acts on own discretion if action is necessary in any matter not covered by Board policy, reports such action to the Board as soon as practicable, and recommends policy guidance in the future.

Personnel:

- A. Recommends to the Board the appointment or dismissal of all employees of the District.
- B. Ensures that all employees are evaluated in accordance with the schedule established by the Board.
- C. Determines assignments, defines the duties, and coordinates and directs the work of all employees of the District.
- D. Recommends all promotions, demotions, and salary changes to the Board.
- E. Communicates to all employees all actions of the Board relating to personnel matters, and receives from employees all communications to be made to the Board.

~~The Superintendent shall have a valid fingerprint card issued pursuant to A.R.S. 41-1758.03.~~

Adopted: _____

LEGAL REF.:

A.R.S.

15-503

15-802

38-201

41-1758

A.A.C.

R7-2-603

CROSS REF.:

CBI - Evaluation of Superintendent

ADVISORY 869

Note: This material is written for informational purposes only, and not as legal advice. You may wish to consult an attorney for further explanation.

**CBCA ©
DELEGATED AUTHORITY**

The Governing Board delegates to the Superintendent, among other powers, the authority to perform the following acts without the need for prior Board approval:

A. To give notice to teachers, pursuant to A.R.S. 15-536, of the Board's intention not to offer a teaching contract.

B. To give notice to teachers, pursuant to A.R.S. 15-538.01, of the Board's intention not to offer a teaching contract and to dismiss the teacher.

C. To give notice to an administrator or certificated school psychologist, pursuant to A.R.S. 15-503, of the Board's intention not to offer a new contract.

D. To issue to teachers, pursuant to A.R.S. 15-536, 15-538, and 15-539, written preliminary notices of inadequacy of classroom performance, reporting such issuance to the Governing Board within ten (10) school days.

E. To assign any employee to any position in the District for which the employee is qualified. Any reduction or increase in an employee's salary must have Governing Board approval.

F. To procure goods, services or construction in an amount not to exceed one hundred thousand dollars (\$100,000). All procurement shall comply with the State Board of Education procurement code (School Procurement Code and the Uniform System of Financial Accounting).

G. To close any or all schools, buildings, or other facilities as permitted by law.

H. To delegate to others any of the powers and duties specifically assigned to the Superintendent, unless otherwise specifically limited by statute or Board action. The Superintendent shall continue to be responsible to the Board for the satisfactory execution of the delegated power and duties.

Lines of authority shall be clearly outlined by the Superintendent by means of organization charts, job descriptions, and administrative regulations and directives.

Adopted: _____

LEGAL REF.:

A.R.S.

15-503

15-536

15-538

15-538.01

15-539

15-341

15-806

A.A.C.

R7-2-1007

CBCA-R ©

REGULATION

DELEGATED AUTHORITY

(School Administration)

The primary duty of a principal is to administer and supervise the instructional program. A principal, as the educational leader of the school, will administer and supervise the school in accordance with policies and administrative regulations of the District.

A principal will be directly responsible to and will report only to the Superintendent and will keep the Superintendent informed of the conditions and needs of the school. All duties, authority, and responsibilities of the principal will be delegated only by the Superintendent. These duties may include, but are not limited to, the following:

A. A principal is responsible for the operation of the educational program of the school.

B. A principal is responsible for the supervision and evaluation of the building staff members.

C. A principal will maintain discipline on the part of personnel and students.

D. A principal will care for and protect the building, the equipment, the grounds, and other school property.

E. A principal will maintain school records and prepare reports.

F. A principal will take reasonable precautions to safeguard the health and welfare of students and staff members, will report accidents, will formulate plans for emergencies, and will conduct evacuation drills each school month and keep written records of such drills.

G. A principal will be responsible for maintaining a close relationship with the community and should interpret the educational program to the citizens of the District.

H. A principal will, by advanced study, by visits to school systems in other areas, by attendance at educational conferences, and by other means remain well informed relative to modern educational thought and practice.

ADVISORY 870

Note: This material is written for informational purposes only, and not as legal advice. You may wish to consult an attorney for further explanation.

**CBI ©
EVALUATION OF SUPERINTENDENT**

Executive Session

Any meetings of the Board to compile evaluations, or meetings to discuss the evaluations with the Superintendent, shall be held in executive session unless the Superintendent requests that any such meeting be held in open session. Board members shall have the opportunity to discuss with the Superintendent any item(s) on which the Board member fails to achieve consensus.

Evaluation Process

The Governing Board shall evaluate the Superintendent at least once each year.

Prior to the academic year, the Board and Superintendent will meet to agree on an evaluation instrument. The evaluation(s) shall relate to the Superintendent's duties, responsibilities, and progress toward established goals. The Superintendent shall provide each member of the Board a copy of the agreed upon evaluation instrument not later than September 1.

The Board President shall schedule a meeting not later than March 30, when the Board will devote an executive session to the evaluation of the Superintendent's performance, to discuss working relationships between the Superintendent and the Board, and to review the Superintendent's contract (with the Superintendent present).

~~Any meetings of the Board to compile evaluations, or meetings to discuss the evaluations with the Superintendent, shall be held in executive session unless the Superintendent requests that any such meeting be held in open session. Board members shall have the opportunity to discuss with the Superintendent any item(s) on which the Board member fails to achieve consensus.~~

A copy of any written evaluation shall be given to the Superintendent. If in disagreement with such evaluation, the Superintendent may respond in writing to the Governing Board.

The evaluation and any comments by the Superintendent shall become a part of the Superintendent's personnel file.

Contract Modifications

Upon the conclusion of the evaluation, the Governing Board may determine whether any changes in the compensation and benefits or contract term of the Superintendent are warranted, subject to the following:

If the Superintendent's contract with the School District is for multiple years, the School District shall not offer to extend or renegotiate the contract until no earlier than fifteen (15) months before the expiration of the contract.

If the Superintendent's contract with the School District is for a single year, on or before May 15 of each year the Board shall offer a contract for the next school year to the Superintendent unless, on or before April 15, the Board gives notice to the Superintendent of the Board's intention not to offer a new administrative contract; this contract may or may not be for the position of Superintendent. Acceptance of this contract must be in writing within thirty (30) days or the offer is revoked.

Exception: Override Election

If the Governing Board calls for an override election per A.R.S. 15-481, it shall offer a contract to certified administrators on or before June 15 unless timely notice is given, per A.R.S. 15-503(D), of the Governing Board's intent not to offer a new contract.

~~The evaluation and any comments by the Superintendent shall become a part of the Superintendent's personnel file.~~

Adopted: _____

LEGAL REF.:

A.R.S.

15-341

15-503

CROSS REF.:

CBA - Qualifications and Duties of the Superintendent

CBI-EA ©

EXHIBIT

EVALUATION OF SUPERINTENDENT

(Districts may choose either CBI-EA or CBI-EB)

Evaluation Rating Symbols

O = Outstanding; S = Satisfactory; N = Needs Improvement;

U = Unsatisfactory; X = Not Observed

Note: Any rating of outstanding, needs improvement, or unsatisfactory requires the evaluator to list specific information in the Comments section that justifies and supports such rating.

A. Education

O S N U X
☐ ☐ ☐ ☐ ☐

A. Administers the development, coordination, maintenance, and evaluation of the educational program, including the special education program.

O S N U X
☐ ☐ ☐ ☐ ☐

B. Supervises methods of teaching, supervision, and administration in effect in the schools.

O S N U X
☐ ☐ ☐ ☐ ☐

C. Keeps informed of modern educational practices and thought by advanced study, by visiting school systems elsewhere, by attending educational conferences, and by other appropriate means.

O S N U X
☐ ☐ ☐ ☐ ☐

D. Keeps the public informed about modern education practices, educational trends, and the policies, practices, and problems in the District schools.

Comments regarding Section A:

Note: This material is written for informational purposes only, and not as legal advice. You may wish to consult an attorney for further explanation.

B. Management

O S N U X

☐ ☐ ☐ ☐ ☐

A. Ensures that all activities of the District are conducted in accordance with the laws of the state of Arizona, the regulations of the Arizona Board of Education, and the policies of the Governing Board.

O S N U X

☐ ☐ ☐ ☐ ☐

B. Assumes responsibility for the overall financial planning of the District and for the preparation of the annual budget, and submits it to the Board for review and approval.

O S N U X

☐ ☐ ☐ ☐ ☐

C. Establishes and maintains efficient procedures and effective controls for all expenditures of school funds in accordance with the adopted budget, subject to direction and approval by the Board.

O S N U X

☐ ☐ ☐ ☐ ☐

D. Maintains or has maintained adequate records for the schools, including financial accounts; business and property records; and personnel, school population, and scholastic records.

O S N U X

☐ ☐ ☐ ☐ ☐

E. Provides suitable instructions and regulations to govern the maintenance of school properties.

O S N U X

☐ ☐ ☐ ☐ ☐

F. Provides suitable instructions and regulations to govern the transportation of students.

O S N U X

☐ ☐ ☐ ☐ ☐

G. Assumes responsibility for the use of buildings and grounds.

O S N U X

☐ ☐ ☐ ☐ ☐

H. Recommends the locations and sizes of new school sites and of additions to existing sites; the locations and sizes of new buildings; the plans for new school buildings; all appropriations for sites and buildings; and improvements, alterations, and changes in the buildings and equipment of the District.

O S N U X

☐ ☐ ☐ ☐ ☐

I. Oversees the processing and submission of required reports.

O S N U X

☐ ☐ ☐ ☐ ☐

J. Interprets the budget and finances to the community.

O S N U X

☐ ☐ ☐ ☐ ☐

K. Remains current on new legislation and implements laws to the best advantage of the District.

Comments regarding Section B:

C. Governing Board

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O S N U X

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A. Attends and participates in all meetings of the Board and its committees, except when excused by the Board.

B. Takes prompt action to implement all directives of the Board.

C. Advises the Board on the need for new and/or revised policies.

D. Provides timely advice to the Board on the implication of changes in statutes or regulations affecting education.

E. Informs and advises the Board about programs, practices, and problems of schools, and keeps the Board informed of the activities operating under the Board's authority.

F. Prepares and submits to the Board recommendations relative to all matters requiring Board action, placing before the Board such facts, objective information, and reports as are needed to ensure the making of informed decisions.

G. Develops and implements rules and regulations in keeping with Board policy.

H. Acts as chief public relations agent for the District.

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O S N U X

☐ ☐ ☐ ☐ ☐

I. Acts on own discretion if action is necessary in any matter not covered by Board policy, reports such action to the Board as soon as practicable, and recommends policy guidance in the future.

Comments regarding Section C:

D. Personnel

O S N U X

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O S N U X

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O S N U X

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O S N U X

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O S N U X

☐ ☐ ☐ ☐ ☐

A. Recommends to the Board the appointment or dismissal of all employees of the District.

B. Ensures that all employees are evaluated in accordance with the schedule established by the Board.

C. Determines assignments, defines the duties, and coordinates and directs the work of all employees of the District.

D. Recommends all promotions, demotions, and salary changes to the Board.

E. Communicates to all employees all actions of the Board relating to personnel matters, and receives from employees all communications to be made to the Board.

Comments regarding Section D:

Summary:

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CBI-EB ©

EXHIBIT

**EVALUATION OF SUPERINTENDENT
SUPERINTENDENT EVALUATION HANDBOOK
AND
SUPERINTENDENT EVALUATION TOOL**

(Districts may choose either CBI-EA or CBI-EB)

To view/access the District's Superintendent Evaluation Tool Guidance Handbook created by ASA/ASBA, [click here](#).

To view/access the District's Superintendent Evaluation Tool created by ASA/ASBA, [click here](#).

ADVISORY 871

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~~CCB ©~~
~~LINE AND STAFF RELATIONS~~

Remove per PA 871 - April 2025 (Added to CBCA).

~~Unless otherwise specifically limited by statute or Board action, any of the powers and duties specifically assigned to the Superintendent may be delegated to others serving under the Superintendent. However, the Superintendent shall continue to be responsible to the Board for the satisfactory execution of the delegated power and duties.~~

~~Lines of authority shall be clearly outlined by the Superintendent by means of organization charts, job descriptions, and administrative regulations and directives.~~

~~CCB-R ©~~

REGULATION

~~LINE AND STAFF RELATIONS~~

~~(School Administration)~~

Remove per PA 871 - April 2025 (Added to CBCA-R).

~~The primary duty of a principal is to administer and supervise the instructional program. A principal, as the educational leader of the school, will administer and supervise the school in accordance with policies and administrative regulations of the District.~~

~~A principal will be directly responsible to and will report only to the Superintendent and will keep the Superintendent informed of the conditions and needs of the school. All duties, authority, and responsibilities of the principal will be delegated only by the Superintendent. These duties include, but are not limited to, the following:~~

~~A. A principal is responsible for the operation of the educational program of the school.~~

~~B. A principal is responsible for the supervision and evaluation of the building staff members.~~

~~C. A principal will maintain discipline on the part of personnel and students.~~

~~D. A principal will care for and protect the building, the equipment, the grounds, and other school property.~~

~~E. A principal will maintain school records and prepare reports.~~

~~F. A principal will take reasonable precautions to safeguard the health and welfare of students and staff members, will report accidents, will formulate plans for emergencies, and will conduct evacuation drills each school month and keep written records of such drills.~~

~~G. A principal will be responsible for maintaining a close relationship with the community and should interpret the educational program to the citizens of the District.~~

~~H. A principal will, by advanced study, by visits to school systems in other areas, by attendance at educational conferences, and by other means remain well informed relative to modern educational thought and practice.~~

Note: This material is written for informational purposes only, and not as legal advice. You may wish to consult an attorney for further explanation.

ADVISORY 872

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**CFD ©
SCHOOL - BASED MANAGEMENT
(School Councils)**

Establishment

~~A school council shall be established at each school.~~ The Governing Board may delegate to a school council the responsibility to ~~develop~~ provide input for a curriculum and may delegate any additional powers that are reasonably necessary to accomplish decentralization.

~~The Board authorizes the establishment of a school council at each school site. The school council shall follow regulations promulgated by the Board. The authority extended to the school council(s) is to design curricular and instructional strategy/design models that promote the District mission/goals statement.~~

Exception for Small Districts. ~~If a District has only one (1) school or fewer than six hundred (600) students, it is not required under Arizona statutes to have a program of school-based management as outlined in Arizona statutes, and the Governing Board elects not to have such a program.~~

Purpose

The school council shall provide input for the creation of curricular and instructional strategies/designs that meet the unique learning needs of the students served at each school.

~~A shared "vision" for curricular and instructional strategies/designs and the involvement of a variety of the members of the school and community who will be most affected by the results are essential.~~

~~Curricular and instructional strategies/designs that result from such shared decision making are limited only by the requirements that they be consistent with and fulfill the mission/goal statements, beliefs, and adopted Board policies of the District and comply with the laws and regulations of the state of Arizona and the United States.~~

This shared decision making shall not supersede Board/Superintendent decision-making responsibilities unless waived by the Board.

Membership

The school council at each school shall take into consideration the ethnic composition of the local community and ~~initially~~ shall be composed of:

- A. Parents or guardians of students enrolled in the school who are not employed by the District in the school of proposed membership.
- B. Teachers.
- C. Noncertificated employees.
- D. Community members.
- E. Students if the school is a high school.
- F. The principal of the school.

Selection

Initially, each of the above school council members shall be selected in the manner and by the procedure specified in A.R.S. 15-351. The school council shall then adopt written guidelines that specify the number of school council members and the methods for the selection of school council members. Thereafter, representatives shall be selected by their groups in the manner determined.

There must be an equal number of teachers and parents of pupils enrolled in the school on the council, and they shall constitute a majority of the council members.

The principal will serve as chairperson of the school council unless another person is elected by a majority of the school council members.

Adopted: _____

LEGAL REF.:

A.R.S.
15-351
15-352
43-1089.01
A.G.O.
I99-018

CROSS REF.:

BDD - Board-Superintendent Relationship
CBCA – Delegated Authority
~~CCB – Line and Staff Relations~~

CFD-R ©

REGULATION

SCHOOL - BASED MANAGEMENT

(School Councils)

~~The District endorses shared decision making contingent upon a school council fulfilling the following elements:~~

- ~~A. Curricular and instructional implementation strategies/designs must fulfill the mission statement and adopted beliefs of the District.~~
- ~~B. The school council should carefully follow the processes, including brainstorming, consensus building, and pyramiding. This is "vision" creation, as opposed to a problem solving process.~~
- ~~C. The school council must fully analyze and explore current resources and assess options for reaching their vision of excellence.~~
- ~~D. The school council, with approval by the principal, will, at scheduled intervals, monitor and evaluate implementation based on a written evaluation plan. The evaluation plan must include some demonstrably valid, quantifiable measures of progress.~~

**Role and Responsibility of
the School Council**

The council:

- A. Is advisory to the school administrative staff.
- B. Is a representative group that solicits input from parents, community, and staff members.
- C. Reviews literature and data.
- D. Makes recommendations for school improvement.
- E. Monitors implementation structure for new instructional designs.
- F. Promotes a shared decision-making model that involves all constituencies in fulfilling the mission and goals of the District.
- G. Provides local leadership and representation in the school decision-making structure.

Note: This material is written for informational purposes only, and not as legal advice. You may wish to consult an attorney for further explanation.

~~There may be a tendency for a school council to lose its understanding of extended ownership to groups affected by its decisions, and, in effect, become a new local bureaucracy. To avoid this result, employees must be aware and remind one another that the movement to shared decision making at the school level is not for the purpose of creating new, smaller bureaucracies to replace a larger bureaucracy, but, rather, a movement to involve all constituencies in fulfilling the mission and beliefs of the District.~~

~~Proposal Outline~~

~~Shared decision-making proposals are for the purpose of creating new and effective curricular and instructional strategies/designs and increasing student learning. All proposals shall be submitted to the principal and shall, as nearly as possible, follow the outline identified below.~~

~~Shared decision making — curricular and/or instructional strategy/design plan process proposal requirements:~~

~~A. Documentation that the new curricular and instructional design was developed in conjunction with parents, students, teachers, and support personnel.~~

~~B. Documentation of parent, student, teacher, and support staff support of the program.~~

~~C. Proposal development:~~

~~1. Needs assessment.~~

~~2. Goals.~~

~~3. Measurable performance objectives.~~

~~4. Proposal implementation (activities):~~

~~a. Staffing.~~

~~b. Materials, supplies, equipment.~~

~~c. Facilities.~~

~~d. Staff training.~~

~~e. Support services.~~

~~5. Time line (calendar of events).~~

~~6. Evaluation design.~~

~~7. Budget.~~

~~D. Statement(s) of assurances that the proposal is:~~

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- ~~1. To increase the efficiency and effectiveness of the school.~~
- ~~2. To increase academic achievement for "all" students.~~

~~E. Provision of a dissemination plan.~~

~~F. Provision of a monitoring plan.~~

~~Conflict Resolution~~

~~If a school council's curricular and/or instructional strategy/design plan conflicts with an existing Board-approved program or policy, the following steps can be taken:~~

~~A. The school council shall attempt to design an alternative plan that arrives at the same intended outcomes without violation or conflict with the Board-approved program or policy.~~

~~B. If this cannot be accomplished, the school council may request a waiver for a strategy/design plan that conflicts with existing Board-approved programs or policies.~~

~~C. If a plan requires waivers, it must be approved by the principal and brought to the Superintendent for approval and possible submission to the Board.~~

~~D. Waivers may be granted for temporary and specific periods of time and will be evaluated in light of the plan's ability to better implement the mission statement and adopted beliefs of the District.~~

~~Requests for Additional Authority~~

~~Additional responsibilities and authority may be delegated to a school council if deemed necessary by the Board. The school council may request additional authority to accomplish delegated responsibilities by submitting a written proposal to the Superintendent, which must contain the elements identified below.~~

~~A. The principal's statement of support.~~

~~B. Motion of the council to request additional authority and vote count.~~

~~C. Specific authority requested and reason for request, analyzing how the request will improve the program for all children.~~

~~D. Possible impact of additional authority on personnel use and cost of programs to be improved.~~

~~E. Suggested date of termination of authority unless reapproved by the Governing Board~~

CFD-E ©

EXHIBIT

**SCHOOL - BASED MANAGEMENT
SCHOOL COUNCILS**

Remove per PA 872 - April 2025

~~Research has identified characteristics of effective schools. Such research makes it clear that the most influential unit of effective school change or improvement is the individual school demonstrating the following characteristics:~~

- ~~A. Consensus on explicit instructional goals and beliefs (mission statement).~~
- ~~B. District-level support for school improvement; Governing Board, administration, and staff commitment to current research and the District-adopted mission statement.~~
- ~~C. Ongoing staff development and training.~~
- ~~D. High level of parental involvement and support.~~
- ~~E. Individual school autonomy and flexibility in the development of new curricular and instructional designs.~~
- ~~F. Collaborative, collegial instructional planning.~~
- ~~G. A focus on basic skills acquisition.~~
- ~~H. An emphasis upon higher-order cognitive skills.~~
- ~~I. Teacher responsibility for effective instructional and classroom management decisions and practices.~~
- ~~J. Teacher/parent accountability and acceptance of responsibility for student performances.~~
- ~~K. A safe, orderly, and disciplined school climate.~~
- ~~L. Strong instructional leadership.~~
- ~~M. Frequent monitoring of student progress.~~
- ~~N. Measurable student performance outcomes.~~

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**CFD ©
SCHOOL - BASED MANAGEMENT
(School Councils)**

Remove per PA 872 - April 2025 (Merged "Small District" version with "All District" version.)

~~The District, having only one (1) school or fewer than six hundred (600) students, is not required under Arizona statutes to have a program of school-based management as outlined in Arizona statutes, and the Governing Board elects not to have such a program.~~

~~Adopted: November 20, 2005~~

~~LEGAL REF.:~~

~~A.R.S.~~

~~15-351~~

~~15-352~~

~~43-1089.01~~

~~A.G.O.~~

~~I99-018~~

~~CROSS REF.:~~

~~BDD—Board Superintendent Relationship~~

~~CCB—Line and Staff Relations~~

ADVISORY 873

Note: This material is written for informational purposes only, and not as legal advice. You may wish to consult an attorney for further explanation.

**CHD ©
ADMINISTRATION IN THE
ABSENCE OF POLICY**

The Superintendent shall have the authority to implement action if a situation should develop that is not covered by established Board policy. It is the Superintendent's duty to inform the Board of any such action and of the need to develop an official policy.

Adopted: _____

~~LEGAL REF.:~~

~~A.R.S.~~

~~15-321~~

ADVISORY 874

Note: This material is written for informational purposes only, and not as legal advice. You may wish to consult an attorney for further explanation.

**CK ©
ADMINISTRATIVE CONSULTANTS**

Professional consultants from the Arizona School Boards Association, the Arizona Department of Education, universities, and colleges, as well as other resource persons, may be used when such services will be helpful in the improvement of the ~~instructional program~~ curricula, physical plant and other requirements of the District. All consultants shall be approved by the Superintendent prior to the invitation and arrangement for such visitation.

Adopted: _____

LEGAL REF.:
A.R.S.
15-343

ADVISORY 875

Note: This material is written for informational purposes only, and not as legal advice. You may wish to consult an attorney for further explanation.

CM ©
SCHOOL DISTRICT ANNUAL REPORT

Districts are responsible for filing several annual reports including but not limited to the ones listed below.

Academic Annual Report

The Board shall make an annual report to the County School Superintendent on or before October 1 each year in the manner and form and on the forms prescribed by the Superintendent of Public Instruction or County School Superintendent. The Board shall also make reports directly to the County School Superintendent or the Superintendent of Public Instruction whenever required.

If the District has been assigned a letter grade of A pursuant to A.R.S. 15-241 during at least two (2) out of the last three (3) consecutive years and has not been assigned a letter grade of C, D, or F during the same three (3) years the District may receive exemptions from statutes and rules prescribed in statute. Should the District believe it qualifies for an exemption the District may submit a request for exemption to the Arizona State Board of Education. The State Board of Education shall review and may approve the exemption submitted by the District. The State Board of Education will not approve exemptions that directly apply to specific areas as noted in A.R.S. 15-215.

**~~Guaranteed Energy Cost
Saving Contract Annual Reports~~**

~~The District shall report to the School Facilities Board annually, not later than October 15 actual energy and cost savings pursuant to a guaranteed energy cost savings contract.~~

~~The District shall also report for any guaranteed energy cost savings contract to the Department of Commerce Energy Office and the School Facilities Board:~~

- ~~A. The name of the project.~~
- ~~B. The qualified provider.~~
- ~~C. The total cost of the project.~~
- ~~D. The expected energy cost savings and relevant escalators.~~

~~The District shall retain savings achieved by a guaranteed energy cost saving contract, which may be used to pay for contract and project implementation.~~

Financial Annual Report

The Governing Board shall publish an annual financial report for the prior fiscal year by November 15 of each year, using the format prescribed by the Auditor General per A.R.S. 15-904. This financial report shall be prepared and distributed by the District by October 15, including to the Country School Superintendent. On or before October 15 the Governing Board shall submit the annual financial report for the previous fiscal year to the Arizona Department of Education (ADE).

Adopted: _____

LEGAL REF.:

A.R.S.

15-213.01

15-215

15-341

15-904

CROSS REF.:

DBF - Budget Hearings and Reviews/Adoption Process

DIC - Financial Reports and Statements