

Policy 304

Director - Work Agreement, Duties and Evaluation



HEARTLAND LAKES COMMUNITY SCHOOL EXISTS TO EMPOWER SCHOLARS TO:
BRAVELY LIVE THEIR TRUTH,
TO BECOME WISE STEWARDS OF THE LAND AND RESOURCES
AND TO IGNITE LASTING CURIOSITY THAT LEADS TO POSITIVE CHANGE IN THEIR SCHOOL, THEIR COMMUNITIES, AND THEMSELVES.

Adoption:	March 24, 2025
Revision History	
Last Board Review: March 24, 2025	
Next Board Review: March 2026	
Review Frequency: Annually (per Policy 208)	

I. PURPOSE

The purpose of this policy is to provide for the use of a work agreement with the Director, a position description and the use of an approved instrument to evaluate performance for Heartland Lakes Community School (HLCS).

II. GENERAL STATEMENT OF POLICY

- A. The Director's work agreement shall be used to formalize the employment relationship and to specifically identify and clarify all conditions of employment with the Director.
- B. The specific duties for which the Director is accountable shall be set forth in a position description for the Director and shall be measured by a performance appraisal instrument approved by the School Board in consultation with the Director. The School Board shall use this instrument to periodically evaluate the performance of the Director.
- C. The School Board may use the model contract approved by the boards of the Minnesota School Boards Association and the Minnesota Association of School Administrators as a model instrument.

III. WORK AGREEMENT

The most recent School Board approved and signed Director contract will be attached as Addendum #1, titled "Director Work Agreement".

IV. POSITION DUTIES/JOB DESCRIPTION

The most recent School Board approved Director position duties will be attached as

Addendum #2, titled "Director Job Description".

V. EVALUATIONS

- A. The Director shall be reviewed bi-annually during the term of their contract. A mid-year review will also occur during the term of the contract but is not necessary if the previous is completed.
- B. The School Board Personnel Committee shall conduct an annual survey of the Director from the School Board members. These surveys should be compiled, reviewed and disseminated to the School Board by the Personnel Committee by no later than April 1.
- C. In addition, the performance review process may be implemented at any other time if performance concerns about the Director are brought to the attention of the School Board and it deems an immediate evaluation necessary.
- D. The following steps outline the process for the Director's Review:
 - 1. Review and Set Performance Expectations for the Director.
The School Board shall use the following items to develop the performance evaluation: the current written job description; annual goals; written contract; stakeholder surveys, when available; and the mission of HLCS.
 - 2. Development of the Performance Review Process and Timetable.
The evaluation form to be used must be reviewed and approved by the School Board annually. The same evaluation form will be used for the mid-year and year-end reviews, unless a revised form has been adopted by the School Board. The evaluations shall be completed by all current School Board members and delivered to the Personnel Committee. The review form will be attached as Addendum #3, titled "Director Review Survey".
 - 3. Conduct the Performance Review.
 - 4. Conclusion of the Performance Review.
The Board shall determine at or immediately after the oral discussion with the Director whether the process will result in recommendations for steps to enhance or correct performance and/or a recommendation for action to be taken by the School Board. The Director shall join the end of the closed meeting or a different designated meeting to receive his/her performance review.
- E. In accordance with the Open Meeting Law, the School Board will hold a closed meeting to discuss the performance review.
- F. Suggested timeline for Performance Reviews:

1. By the end of July (open meeting) - The School Board and Director meet to discuss the review process and set goals. This can be held as a special meeting, if necessary.
2. By the end of January (closed meeting) - The School Board and Director meet to provide results of mid-year performance review, if necessary.
3. By the end of February - Surveys sent out to stakeholders and staff.
4. By the end of June (closed meeting) - The School Board and Director meet to provide results of the year-end performance review.

VI. POLICY REVIEW

This policy will be reviewed annually by the School Board to ensure accuracy in completing evaluations and adherence to the job description of the Director.

Note: The applicability and enforceability of this policy 304 is limited to, and qualified by, Minnesota or Federal law that, at the time any such circumstance within the scope of the policy arises, may be contrary to some aspect or all of the policy.

Addendum 1: Director Work Agreement

July 1, 2024

Re: Offer of Employment

Dear Laura,



On behalf of Heartland Lakes Community School, I am pleased to extend a conditional offer of employment to you for the 2024-2025 school! Please find a summary of the position below.

- School Director
- Full-time
- Wage of \$82,400 Annualized
- 240 Work Days
- Paid over a 12-month period
- The position will report to Joanna Wallenberg, School Board Chair
- Calendar enclosed
- Benefits package: medical, pension, and other
- 10 Days PTO

In the future, you will be asked to bring appropriate documentation for the completion of your new hire forms, including proof that you're eligible to work in the United States for I-9 purposes. Failure to provide appropriate documentation within 3 days of hire will result in immediate termination of employment in accordance with the terms of the Immigration Reform and Control Act. You will also be given an Employee Handbook, which reflects our policies, employee information, and general philosophy. An acknowledgement will be signed at that time which verifies your receipt of the handbook and responsibility to read and abide by the policies described. Please be advised that our offer of employment is conditional upon your successful completion of a background check. Not completing or passing the background check would result in the offer being withdrawn.

If you accept this offer, please sign and date below and return this signed letter within five (5) workdays of receipt.

We were impressed with your skills and accomplishments. Your background and experience are aligned with the mission and vision of Heartland Lakes Community School. Do not hesitate to reach out with questions regarding the offer. I look forward to having you as a part of the Heartland Lakes Community School Crew.

Sincerely,

Joanna Wallenberg

Joanna Wallenberg
School Board Chair



Heartland Lakes Community School School Director Job Description

Mission Statement

HLCS exists to empower scholars to bravely live their truth, to become wise stewards of the land and resources and to ignite lasting curiosity that leads to positive change in their school, their communities, their world and themselves.

Purpose Statement on Using the Environment

An emphasis on outdoor learning by using the environment with which we live and learn by utilizing both structured and unstructured outdoor learning spaces; we intend to be an expeditionary learning school where students work together on a specific project throughout the school year to achieve a common goal. HLCS will be a smaller community school with smaller class sizes which will lead to more individualized attention and care.

Guiding Philosophy on Meeting the Needs of the Whole Child

To develop and meet the needs of the whole child. Providing hands on learning experiences fostering curiosity and allowing students to discover their abilities, values, passions. All members in the school community will strive to take responsibility in their learning, collaborate and build mutual trust so all individuals feel safe and confident to take responsible risks. Our school will intentionally foster a space of inclusivity for all members.

Position Overview

The School Director will embody, advocate, and implement the vision, mission, and strategic direction of Heartland Lakes Community School. The School Director will oversee all aspects of the organization, including academic program delivery, financial, operational, and strategic planning. The Director will fulfill the role of the

general manager and will have general supervision, direction and management over the school's operations and officers, subject to review and oversight by the Board. The Director hires, promotes, coaches, develops, supports, encourages, evaluates, and as needed, dismisses staff and teachers at the school.

Details of Employment

Beginning part time April 2024

Full-time by May 1, 2024 and through the 2024-2025 School Year

Salary range: \$75,000-\$85,000

Health Care Benefits

Paid Time Off

TRA-Eligible

[EL Education](#) (Expeditionary Learning) Professional Develop and Leadership Institutes

Vision and Mission, Environmental Education

- Work collaboratively with the school's Board of Directors and staff to lead and implement the schools' mission, vision, and strategic plan.
- Lead stakeholders including the Board of Directors, staff, students, parents and community members to effectively merge school district systems, structures, personnel, operations, and governance practices.
- Intentionally build a school culture that exemplifies high expectations for honor, honesty, exploration, perseverance, empathy and a scholarly environment for both students and adults.
- Promote and model the teaching and use of sound environmental practices.

Instruction and Assessment

- Foster and participate in the development of innovative learning including the use of best practices, experts, fieldwork, and service.
- Support and participate in the development of a quality advisory/crew system to ensure that each student is known well, has a voice in the school community, and is given appropriate academic support.
- Create, model and support a professional community that focuses on curriculum and instruction as the primary vehicle for improving student achievement, student growth, college readiness, and school culture.
- Ensure that students receive support through Title I, Special Education, ELL, and/or other services as needed to ensure success.

- Provide leadership to Special Education staff in the development and implementation of schedules, structures and instructional best practices for the Special Education program.
- Ensure that school structures are in place for team planning, on-going evaluation
- Gather feedback from students, parents, and community on the school's program of students' needs and flexibility to adjust curriculum to best serve the current student population.
- Support the development of assessment and evaluation practices that promote and encourage student academic growth.
- Ensure that academic course work addresses Minnesota State Standards.
- Support teachers in the development of assessment and evaluation practices that promote and encourage student academic growth.
- Ensure that there is an evaluation of the effectiveness of the school's programs and that evaluative feedback is used in strategic planning.

Human Resources and Personnel Management

- Work with the board chair to consistently create, reflect, and receive feedback on annual goals.
- Support best practices in professional development by creating and implementing a professional development work plan based on the needs of staff and students. Ensure that all staff have opportunities for feedback, reflection, and improvement.
- Take responsibility for personnel decisions including but not limited to hiring, coaching, at will agreements, salary negotiations, and termination of staff following criteria in board-approved Employee Handbook.
- Supervise the senior administrative staff of each school site.

Financial

- Oversee the use of school resources to achieve school goals for the advancement of students, staff, and program in keeping with the school's mission.
- Ensure that maximum educational revenues are received and that expense budgets are managed prudently for the benefit of students and staff, and manage the annual budgeting process; secure additional funding to provide additional opportunities whenever possible.
- Work responsibly with all contracted agents to ensure that the school's payroll, benefits, accounts payable and reporting systems are well managed.

- Create and manage the school budget in a timely and appropriate manner to support a high-quality educational program based on enrollment, student needs, and financial constraints
- Ensure compliance of the legal management of all school funds.
- Communicate monthly with the Board of Directors regarding revenues and expenditures.
- Director will maintain lead responsibility for recruiting students that will take full advantage of the mission and vision of the school. This includes meeting the enrollment goals and policy as determined by the Board of Directors.
- Negotiate vendor contracts and present them to the Board of Directors for approval.
- Ensure timely payments of bills, licenses, and necessary insurance.

Legal and Compliance Management

- Meet all deadlines for reporting to both the Minnesota Department of Education and charter school authorizer to consistently meet all compliance requirements.
- Ensure that the necessary policies and procedures are in place to provide an environment that is physically, socially and academically safe for students and adults.
- Ensure the school is in compliance with applicable laws, regulations, reporting requirements, federal and state special education programs.
- Meet all deadlines for reporting to both the Minnesota Department of Education and charter school authorizer to consistently meet all legal, academic, and financial (including tax) compliance requirements.
- Maintain regular communication with the charter school authorizer and comply with the requirements thereof.
- Actively communicate with the authorizer regarding progress toward charter school goals.
- Lead the charter school reauthorization process.

Effective Communication

- Effectively communicate with stakeholders including a monthly newsletter to a variety of stakeholders including families, community members, business partners, staff and educators who have expressed interest in working at HLCS.
- Host open house events for enrolled and interested families.

- Students: communicate effectively with positive feedback and discipline to show students what expectations are and that they are valued.
- Staff: communicate expectations, schedules, information regarding Board activities, positive reinforcement, areas for improvement, and feedback on instruction and assessment.
- Parents: provide appropriate verbal, electronic, and written communication regarding school activities and expectations for parents as well as the local geographic community and educational community.
- Board: provide appropriate information regarding student achievement, finance, staff, plant, and plans.
- Community partners: foster and maintain partnerships that benefit students as well as external constituencies and associations with whom the school should be engaged for the achievement of its mission and goals.

Board and Authorizer

- Lead the development of the Annual Report and World's Best Workforce Report, evaluating the school's academic, financial, and operational performance as related to charter school goals.
- Work collaboratively with the Board of Directors, students, parents, and community in the development and implementation of the school's program.
- Foster and maintain a quality working relationship with the Board of Directors and keep the group informed of the performance of the school through the monthly director's report.
- Ensure timely meetings, agendas, minutes, board committees, reports, board member nominations and elections, and annual meetings.
- Collaborates with Board Chair and board members to support new board members including board development.
- Provide recommendations to the board on education, financial, compliance, contracts, and operational decisions.

Facility

- Coordinate and oversee any renovations or updates needed in the building to ensure that the space (indoors and out) meets the needs of the students and program.

Minimum Qualifications:

- Excellent verbal communication
- Strong leadership skills
- Knowledge of the HLCS Model (The HLCS Model along with mission and vision may be further developed, refined and articulated by School Director and School Staff in collaboration with the Board and aligned to its commitments)
- Knowledge of SEL, Restorative Practices, Trauma-informed practices
- Must be detail oriented
- Must have the ability to multitask and prioritize job duties
- Experience in public/charter schools preferred
- Minnesota Admin License (or professional development plan, developed in collaboration with the board and updated yearly)
- Experience working with Special Education, English Language Learners, and/or other marginalized communities.

To apply for this position, send your resume, cover letter, list of 3 references, and documentation of licensure credentials to careers@heartlandlakescs.org.

Addendum #3: Director Review Survey

Question 1: The School Director clearly communicates and supports the HLCS Mission and Vision with staff, scholars, families, and the community.

Question 2: The School Director supports a balance between academic rigor and personalized learning for scholars.

Question 3: The School Director fosters a safe, inclusive, and respectful school environment that promotes both academic and social-emotional development

Question 4: The School Director is able to support teachers in preparing and delivering high-quality instruction that is aligned with the HLCS mission, state standards, and scholars' needs.

Question 5: The School Director handles scholar discipline in a consistent and fair way that supports both the learning community and scholars' individual growth and learning.

Question 6: The School Director effectively evaluates staff performance and offers constructive feedback to promote a culture of continuous improvement.

Question 7: The School Director builds strong relationships with parents and caregivers.

Question 8: The School Director effectively manages the school budget, ensuring resources are allocated effectively to support both scholar achievement and operational efficiency.

Question 9: The School Director is open to incorporating new ideas, strategies and innovative practices to improve education and address evolving scholar needs.

Question 10: The School Director maintains clear, consistent, and transparent communication with staff, scholars, and families.

Question 11: The School Director is effective at handling crises or unexpected challenges, such as safety issues, budget shortfalls, and community concerns.

All responses will be in the following format:

Strongly Agree

Agree

Disagree

Strongly Disagree