

CONCEPTS AND ROLES

The Governing Board expects the administration to promote the creation of the best possible educational program and to maintain an environment conducive to learning. The Superintendent shall provide the vision and educational leadership in this effort and shall give top priority to meeting the needs of all students and actively helping teachers raise academic achievement.

The Superintendent shall develop decision-making processes which are responsive to the school community and to the specific needs of individual students. He/she shall provide means by which staff, students and parents/guardians at each school may participate in decisions related to school improvement and matters which the Board identifies as appropriately managed at the school site level. The administration shall provide professional advice to the Board and to citizen advisory committees.

*(cf. 1220 - Citizen Advisory Committees)
(cf. 2230 - Representative and Deliberative Groups)*

Within the parameters of law, the Board may employ administrative and supervisory personnel to assist in the effective management of the district. All schools and departments shall form a single administrative system organized so that appropriate decision making may take place at various levels in accordance with Board policy and administrative regulations. The Board expects the Superintendent to recognize, develop and use the leadership abilities of staff.

The Board desires to give all administrators the authority they need in order to carry out their assigned responsibilities. The Board shall clearly state what it expects of the Superintendent and shall evaluate him/her on how well those expectations have been met. In turn, the Superintendent shall clearly state what is expected of all other administrators and shall evaluate how well those expectations have been met.

*(cf. 4119.3/4219.3/4319.3 - Duties of Personnel)
(cf. 4300 - Management, Supervisory and Confidential Personnel)
(cf. 4315 - Evaluation/Supervision)*

Legal Reference:

- EDUCATION CODE
- 35020 Duties of employees fixed by governing board*
- 35028 Qualifications for employment*
- 35031 Term of employment*
- 35160 Authority of governing boards*
- 35160.1 Broad authority of school districts*
- 35161 Powers and duties generally*
- 41401-41407 Teaching and nonteaching certificated employee ratio*

ADMINISTRATIVE STAFF ORGANIZATION

The Superintendent shall organize the administrative staff in a manner which best enables the district to provide an effective program of instruction.

(cf. 2230 - Representative and Deliberative Groups)

Authority originates with the publicly elected Governing Board. Through the Superintendent, authority and responsibility are delegated to the administrators and staff.

The Superintendent or designee may adjust staff responsibilities temporarily or permanently to accommodate the workload and/or individual capabilities.

ORGANIZATION CHART/LINES OF RESPONSIBILITY

The Superintendent shall maintain a current district organization chart approved by the Governing Board. The organization chart shall clearly designate lines of primary responsibility and the relationships between all district positions.

The organization chart should clarify working relationships and functions. It is not intended to indicate all the lines of communication and cooperation which must exist to create successful and effective schools.

The Superintendent shall ensure that all personnel understand to whom they are responsible and for what functions. Lines of responsibility should in no way prevent staff members at all levels from cooperating to develop the best possible school programs and services.

(cf. 2120 - Superintendent of Schools)

(cf. 2210 - Administrative Leeway in Absence of Governing Board Policy)

(cf. 4144/42444/4344 - Complaints)

Legal Reference:

EDUCATION CODE

35010 Control of district; prescription and enforcement of rules

35020 Duties of employees fixed by governing board

35035 Powers and duties of superintendent

35160 Authority of governing boards

35160.1 Broad authority of school districts

SUPERINTENDENT OF SCHOOLS

The Superintendent is the chief executive officer and educational leader of the district. He/she executes all Governing Board decisions and is accountable to the Board for managing the schools in accordance with the Board's policies. He/she informs the Board about school programs, practices and problems and offers professional advice on items requiring Board action, with appropriate recommendations based on thorough study and analysis.

The Board delegates to the Superintendent the power to make decisions concerning internal operations of the district. The Superintendent may delegate to other school staff any duties imposed upon him/her by the policies or vote of the Board, as far as the law permits. This delegation of power or duty shall not relieve the Superintendent of responsibility for actions taken by his/her designees.

The Superintendent shall have general supervision of all personnel and shall develop and execute consistent, fair and fiscally sound personnel procedures and practices, including an evaluation program for all district employees. He/she shall oversee all financial operations of the district and actively seek out new funding sources for the schools.

The Superintendent shall take an active leadership role in the development and improvement of the instructional program. He/she is expected to create a feeling of unity and enthusiasm among students and staff for the accomplishment of district goals.

The Superintendent shall articulate educational issues and values before the community and other governmental agencies. He/she shall be accessible to community members and shall work with them to further the district's goals and build a strong, positive community attitude toward the school system.

The Board expects the Superintendent to remain current on educational thought and practices by reading educational publications, attending educational conferences, and visiting other school systems in the interest of improving the district's instructional program and overall operation. The Superintendent shall inform the Board and staff of new developments and significant events in the field of education.

(cf. 2122 - Superintendent of Schools: Responsibilities and Duties)

Legal Reference: (see next page)

SUPERINTENDENT OF SCHOOLS (continued)

Legal Reference:

EDUCATION CODE

17604 Delegation of powers to agents; liability of agents

17605 Delegation of authority to purchase supplies, equipment and services; limitations on expenditure

35020 Duties of employees fixed by governing board

35026 Employment of district superintendent by certain districts

35028 Qualifications for employment

35029 Waiver of credential requirement

35031 Term of employment (up to four years)

35032 Salary increases

35033 District superintendent for certain unified school districts (on formation of district)

35034 District superintendent of certain unified districts

35035 Additional powers and duties of superintendent

SUPERINTENDENT'S CONTRACT

The Governing Board recognizes the need to attract and maintain outstanding personnel. The Board also has the responsibility to protect the district from potentially adverse financial and legal obligations. Before approving an employment contract, the Board shall obtain legal advice on the contract provisions and shall carefully consider the long-range financial and legal implications of the contract.

The Superintendent's contract shall be ratified by the Board in open session and shall limit the maximum cash settlement for terminating the contract in accordance with law.

(cf. 1340 - Access to District Records)
(cf. 4117.5/4217.5/4317.5 - Termination Agreements)

Subsequent to a satisfactory evaluation of the Superintendent's performance, the Board may extend the term of the contract. The contract may be extended only by Board action.

(cf. 2123 - Evaluation of the Superintendent)

The Board shall notify the Superintendent of its intention not to renew his/her contract in accordance with time requirements specified in law and the existing contract, if applicable.

Legal Reference:

EDUCATION CODE

35031 Term of employment

GOVERNMENT CODE

53260-53264 Employment contracts

SUPERINTENDENT OF SCHOOLS: RESPONSIBILITIES AND DUTIES

The Superintendent is expected to work for the fulfillment of district goals and objectives established by the Governing Board. His/her responsibilities and duties shall be specified in contract and further detailed throughout the Board's policies.

The duties of the Superintendent's office shall take precedence over any outside professional activities.

(cf. 2120 - Superintendent of Schools)
(cf. 2123 - Evaluation of the Superintendent)
(cf. 9270- Conflict of Interest)

Legal Reference:

EDUCATION CODE

17604 Delegation of powers to agents
17605 Delegation of authority to purchase supplies, equipment and services
35020 Duties of employees set by governing board
35026 Employment of district superintendent by certain districts
35028 Qualifications for employment
35029 Waiver of certification requirement
35035 Additional powers and duties of superintendent
48900 Authority of superintendent to recommend suspension or expulsion

GOVERNMENT CODE

89501-89503 Honoraria and gifts

SUPERINTENDENT OF SCHOOLS: RESPONSIBILITIES AND DUTIES

The Superintendent is the chief executive officer of the school district and is directly responsible to the Governing Board. He/she supervises all district operations in accordance with Board policies and Board direction. Although the Superintendent may delegate appropriate powers and duties so that operational decisions can be made at various administrative levels, he/she is accountable for the execution of these powers and duties.

Responsibilities Related to the Board

The Superintendent:

1. Advises the Board on the need for new and/or revised policies and makes policy recommendations based on data and input from staff and advisory committees
2. Submits to the Board recommendations relative to all matters requiring Board action, together with the materials needed for informed decisions
3. Reports periodically on all district operations
4. Conducts special studies requested by the Board
5. Secures legal opinions when needed
6. Provides advice and leadership to the Board and to the district's chief negotiator during the collective bargaining process
7. As secretary to the Board, prepares the agenda and minutes of Board meetings, handles Board correspondence, and maintains all Board records, contracts, securities and other documents
8. Assists the Board in designing a process for evaluating Superintendent performance based on mutually agreed upon goals and objectives

Responsibilities Related to Personnel

The Superintendent:

1. Coordinates the work of all schools and departments
2. Defines the duties of all personnel and coordinates administrative staff activities
3. Selects and recommends to the Board candidates for employment, in accordance with nondiscrimination policy

SUPERINTENDENT OF SCHOOLS: RESPONSIBILITIES AND DUTIES (continued)

4. Advises the Board regarding the leave, classification, retirement, resignation, promotion, suspension or dismissal of district employees
5. Assigns personnel within the district in accordance with Board policy and the collective bargaining agreement
6. Promotes a positive work environment
7. Ensures that each staff member is evaluated and identifies appropriate opportunities for continued professional development
8. Maintains appropriate channels of two-way communication within the district
9. Ensures that staff is informed about relevant federal, state, and county laws; district policies, regulations and procedures; and matters related to the improvement and welfare of the schools
10. Anticipates, manages and resolves conflict
11. Serves as liaison between the Board and staff

Responsibilities Related to Students and the Instructional Program

The Superintendent:

1. Enforces compulsory attendance laws
2. Provides the Board with regular evaluations of district programs and student progress
3. Together with staff, studies the curriculum and makes recommendations to the Board regarding the courses of study, major changes in texts and time schedules and promising programs
4. Apprises the Board of contemporary educational practices and related legislative issues which he/she discovers by reading, attending professional conferences and visiting other school systems
5. Ensures that there is a continuous focus on student growth and learning
6. Ensures equitable administration of student discipline policies. Under appropriate circumstances, recommends to the Board a student's suspension or expulsion

SUPERINTENDENT OF SCHOOLS: RESPONSIBILITIES AND DUTIES (continued)

7. Works with staff, the Board and the community in planning and implementing support services for students

Responsibilities Related to Noninstructional Operations

The Superintendent:

1. Seeks and identifies sources of income and funding
2. Maintains and updates adequate enrollment and scholastic records, business and property records and personnel records
3. Submits to the Board periodic financial and budgetary reports which identify the district's outstanding obligations
4. Annually prepares and submits to the Board the district budget for the upcoming year; revises this budget or takes other related action as the Board designates
5. Approves all expenditures in accordance with Board policy and within Board-approved appropriation limits.
6. Makes recommendations to the Board regarding the maintenance, safety, improvement and/or expansion of school facilities, sites, equipment and transportation services
7. Develops regulations and procedures for the management of school operations and the use and care of school properties
8. Monitors district property, casualty and workers' compensation loss experience to ensure that appropriate risk management and loss control strategies are employed

Responsibilities Related to the Community

The Superintendent:

1. Serves as a spokesperson as assigned in relationships with city, county and state governments, private agencies, and the school community
2. Keeps the community informed about school matters; promotes community support and involvement with the schools

SUPERINTENDENT OF SCHOOLS: RESPONSIBILITIES AND DUTIES (continued)

3. Participates in appropriate community organizations and functions
4. Hears complaints against the schools and resolves controversies

EVALUATION OF THE SUPERINTENDENT

The Governing Board believes that an annual evaluation of the Superintendent's performance serves to measure the district's progress toward established goals and objectives and strengthens working relationships between the Superintendent and the Board. Evaluations should provide commendations in areas of strength and recommendations for improving effectiveness, thus clarifying the Superintendent's role and giving the Board and Superintendent an opportunity to jointly identify priorities among the Superintendent's many responsibilities. Evaluations also should help the Board to set reasonable criteria for salary increases and/or contract extension.

Performance Objectives

The Board and Superintendent shall annually agree upon a limited number of objectives which shall be used to evaluate the Superintendent's performance. These objectives shall reflect established goals and needs of the district with regard to the educational program, personnel, operations, management, community relations, Board-Superintendent relations and professional leadership. For each objective, the Board and Superintendent shall identify in writing the activities to be performed, expected results and timelines, and resources or constraints which may affect achievement.

(cf. 2122 - Superintendent of Schools: Responsibilities and Duties)

Evaluation Process

Once a year, each Board member shall independently rate the Superintendent's performance in each performance objective.

The Board president or designee shall compile the evaluations with all written comments intact. This composite evaluation shall be given to the Superintendent.

The Board shall meet in closed session with the Superintendent to discuss the evaluation. The Superintendent and Board members shall agree upon and sign an evaluation summary.

(cf. 9321 - Closed Session Purposes and Agendas)

The Superintendent and Board president shall examine dates specified in the Superintendent's contract and shall establish an appropriate schedule for the annual evaluation process and annual setting of performance objectives.

(cf. 2121 - Superintendent's Contract)

Additional evaluations may be arranged at any time during the year at the request of either the Board or the Superintendent.

Legal Reference: (see next page)

EVALUATION OF THE SUPERINTENDENT (continued)

Legal Reference:

EDUCATION CODE

44660-44665 *Evaluation and assessment of performance*

GOVERNMENT CODE

54957 *Closed session for personnel matters*

EVALUATION OF THE SUPERINTENDENT: PERFORMANCE OBJECTIVES

Relations with the Board

The Superintendent:

1. Manages the district in accordance with Governing Board policy
2. Informs the Board about the operations of the schools
3. Offers the Board professional advice, based on thorough study and analysis, regarding needed policy decisions and other items requiring Board action
4. Provides Board members with timely agendas and with the information and reports they need in order to make informed decisions

Personnel

The Superintendent:

1. Maintains an active program of personnel recruitment and selection to provide a competent, well-balanced staff
2. Provides a selection process which identifies the best candidate in accordance with the district's nondiscrimination policy and which includes a thorough check of references
3. Ensures the systematic evaluation of all employees and provides advice and a reasonable opportunity for improvement to all who receive an unsatisfactory evaluation
4. Organizes the staff so that appropriate decision making may take place at various levels
5. Holds regular meetings with the administrative staff and provides means for two-way communication with all staff members
6. Informs the staff regarding district policies/regulations
7. Provides a program for continuing growth and professional development of teachers and principals; periodically reviews and reorganizes staff duties and/or responsibilities as necessary to take full advantage of the staff's special competencies
8. Ensures that a satisfactory process exists for hearing employees' complaints and taking subsequent action

EVALUATION OF THE SUPERINTENDENT: PERFORMANCE OBJECTIVES (continued)

9. Has the confidence and respect of the staff and makes himself/ herself available to the staff within reasonable limitations
10. Encourages team spirit, research and creativity among employees

Instructional Program

The Superintendent:

1. Provides for the continuous appraisal of the instructional program
2. Actively promotes improvement of the curriculum and instructional materials; ensures that the staff and community are involved in this effort
3. Promotes efforts to improve the quality of teaching
4. Investigates current educational practices and initiates innovation

Noninstructional Operations

The Superintendent:

1. Ensures that district records are maintained in accordance with law
2. Provides for a safe school environment
3. Develops long-range plans for new sites and facilities or for the closure of existing sites where needed
4. Provides a program of preventive maintenance for school facilities
5. Ensures that district business functions are efficiently managed by qualified personnel
6. Ensures that the budget is planned in terms of educational priorities and that it provides for the improvement of the educational program
7. Seeks out new funding sources for the schools

EVALUATION OF THE SUPERINTENDENT: PERFORMANCE OBJECTIVES (continued)

Community Relations

The Superintendent:

1. Provides direction and support for effective school site processes involving the community, including the development of school accountability report cards
2. Provides for communication between the district and schools and the community; speaks on behalf of the schools before community groups and governmental agencies
3. Cooperates with diverse community members and agencies to further district goals
4. Seeks out opportunities to collaborate in providing support services for students

**ADMINISTRATIVE LEEWAY IN ABSENCE OF GOVERNING BOARD
POLICY**

The Superintendent shall have the power to act in cases where action must be taken and where the Governing Board has not provided guidelines for administrative action. The Board shall review the Superintendent's decision at the next regular Board meeting.

It shall be the duty of the Superintendent to keep the Board president apprised of any action taken in emergency situations as soon as practicable after its occurrence and certainly prior to the Board's next regular meeting. The president shall use his/her discretion in informing the Board before its next regular meeting. If the action necessitates addition or revision of policies, the Superintendent shall make the necessary recommendations to the Board.

(cf. 9320 - Meetings and Notices)

Legal Reference:

EDUCATION CODE

35035 Powers and duties of superintendent

REPRESENTATIVE AND DELIBERATIVE GROUPS

The Superintendent or designee may establish a management team, administrative councils, task forces, cabinets, or committees as needed to properly administer Governing Board policies, improve the educational program and assist in district communication. The membership, composition, and responsibilities of these advisory groups shall be defined by the Superintendent or designee and may be changed at his/her discretion. Advisory groups shall channel their advice and recommendations through the Superintendent to the Board.

Expenses incurred for consulting services, materials and travel may be paid from the district's general operating funds only when within budgetary allotments and approved by the Superintendent or designee in advance.

(cf. 1220 - Citizen Advisory Committees)

The Board encourages the Superintendent to use the management team concept in the administration of the district.

REPRESENTATIVE AND DELIBERATIVE GROUPS

Management Team

The Superintendent designates the following management and confidential positions as members of the management team:

- Directors
- Principals
- Assistant Principals
- Business Manager/Administrative Assistant
- Maintenance and Operations Director
- District Coordinator of Categorical Programs
- Psychologists
- District Coordinator of Special Education
- Superintendent's Secretary (Confidential)
- Chief Mechanic

The management team is established to advise the Superintendent or designee for the purposes of:

1. Improving management activities through effective research on district problems
2. Pooling technical knowledge
3. Establishing a coordinated program for evaluating district operations and staff
4. Improving communications among all district staff and with students, parents/guardians and the community
5. Increasing staff commitment to district services
6. Suggesting new or revised policies and regulations