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**(Series 3000)**

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## ADMINISTRATIVE GOALS

The Board of Education believes that proper administration is vital to a successful educational program. The coordination and supervision of all aspects of the operations of the district's schools, pursuant to the policies of the Board, are necessary for the development and maintenance of an effective learning environment. Administrative duties and functions are to be assessed in terms of their contributions to the improvement of education in the district. The Superintendent of Schools, as chief executive officer of the district, is to provide the leadership necessary to support this objective.

District administration is to be organized so that all divisions and departments of the central office and all schools operate within a system guided by Board policies, which are implemented through the Superintendent. All personnel will have the necessary authority and responsibility (clearly defined and correlated to their roles) to carry out their respective assignments within this framework. Accountability will rest with these same personnel for the effectiveness with which their duties are performed.

Major goals of district administration will be:

1. to effectively manage the district's various departments, units and programs;
2. to provide professional advice and counsel to the Board and to advisory groups established by Board action. This includes the review of policy alternatives and the subsequent recommendation from among them;
3. to perform managerial duties as will best assure effective learning programs, including but not limited to:
  - a. ensuring the effective implementation of Board policy;
  - b. addressing the on-site needs of the district's schools;
  - c. providing leadership in keeping abreast of current educational developments;
  - d. arranging for effective staff development programs;
  - e. coordinating cooperative efforts at improving learning programs, facilities, equipment and materials; and
  - f. providing channels for the upward flow of information necessary and useful in the design and development of school policy.

The responsibility for providing professional leadership in the school and community requires administrators to maintain standards of exemplary professional conduct. It must be recognized that the administrator's actions will be viewed and appraised by the community, professional associations and students. To these ends, administrators will carry out their goals consistent with the following statements and

standards.

*Ethical Goals for Administrators*

The educational administrator:

1. Makes the well-being of students the fundamental value of all decisions.
2. Fulfills professional responsibilities with honesty and integrity.
3. Supports the Principle of due process and protects the civil and human rights of all individuals.
4. Obeys local, state, and national laws and does not knowingly join or support organizations that advocate, directly or indirectly, the overthrow of the government.
5. Implements the governing Board's policies and administrative rules and regulations.
6. Avoids using positions for personal gain through political, social, religious, economic, or other influence.
7. Accepts academic degrees or professional certification only from duly accredited institutions.
8. Maintains the standards and seeks to improve the effectiveness of the profession through research and continuing professional development.
9. Honors all contracts until fulfillment or release.

Adoption date: April 2, 2001

## QUALIFICATIONS OF SUPERINTENDENT

The Superintendent of Schools shall be duly certified as required by the Commissioner's Regulations.

The Board of Education reserves the right to set minimum requirements above those of certification for any candidate who seeks the position of Superintendent.

Cross-ref: 3111, Recruitment of the Superintendent

Ref: Education Law §3003(4)  
8 NYCRR §80.4

Adoption date: April 2, 2001

## DUTIES OF THE SUPERINTENDENT

The Superintendent of Schools, as chief executive officer of the Board of Education, will have the following specific powers and duties:

### *Relationship with the Board*

1. to serve as the executive officer for the Board and be charged with the responsibility for implementing the policies of the Board. He/She shall work with the Board President in planning the agenda for each meeting, shall attend all meetings and participate in all regular and special meetings of the Board and executive meetings of the Board at the Board's request;
2. to develop a harmonious and close working relationship with the Board. He/She shall treat all Board members impartially and alike, refraining from criticism of individual or group members of the Board. He/She shall go to the Board when serious differences of opinion arise in an earnest effort to resolve such differences immediately;
3. to serve as a resource person and advisor to the Board. He/She shall keep the Board informed on issues, needs, and operation of the school system. He/She shall offer advice to the Board, based on thorough study and analysis, on items requiring Board action;
4. to provide a continuous appraisal of all school policies originating with the Board. He/She shall advise the Board on the need for new and/or revised policies and suggest draft policies to satisfy those needs;

### *Educational Direction and Leadership*

5. to develop administrative principles and procedures for implementing Board policy. He/She shall ensure the enforcement of all provisions of law, rules and regulations, and Board policy relating to the management of the schools and other educational, social and recreational activities. He/She shall interpret for the staff all Board policies and applicable laws, rules and regulations;
6. to understand and keep informed on all aspects of the instructional program at all levels. He/She shall have responsibility for the supervision of instruction and shall bring to the school, in a leadership capacity, the best in educational thought and practice. He/She shall, on a continuing basis, review and update the educational program of the school, and keep the Board informed of all changes in curriculum;
7. to recommend to the Board for its adoption all courses of study, curriculum guides and textbooks to be used in the schools;
8. to encourage a positive approach to student behavior and discipline;

*Personnel*

9. to develop and implement sound personnel practices, consistent with law, Board policy and collective bargaining agreements, including recruitment, hiring, assignment, supervision, evaluation, promotion, and discipline of all personnel. He/She shall develop procedures for the selection of staff members. He/She shall establish standards for teacher selection, and shall provide a framework for continuing in-service training of all professional staff members;
10. to recruit qualified professional, civil service, and non-certified personnel;
11. to nominate employees for appointment, promotion, transfer or dismissal in accordance with the policies of the Board and the procedures outlined by the law. He/She shall make recommendations to the Board regarding salary and tenure of all employees. He/She may temporarily suspend any employee for cause and shall promptly report such suspension to the members of the Board. Unless otherwise determined by the Board, he/she is authorized to reemploy all employees upon the adoption by the Board of the budget for the following year;
12. to supervise and evaluate all staff members. He/She shall work for good morale and be impartial, firm and fair in dealing with staff;
13. to encourage in-service education and the professional growth of staff through conferences, workshops, group discussions, committee/individual studies and use of consultants;
14. to advise the Board, in conjunction with the Board-designated negotiator(s), in all collective bargaining matters;

*Financial Management*

15. to prepare and present to the Board a preliminary annual budget in accordance with a schedule established with the Board. He/She is responsible for ensuring that the budget, as adopted by the Board and approved at the annual meeting, is properly administered. He/She shall ensure that regular reports are made to the Board on the status of the budget;
16. to establish efficient procedures to maximize income, safeguard investments and provide effective controls for all expenditures of school funds in accordance with the adopted budget. He/She shall ensure that all necessary bookkeeping and accounting records are maintained by the district;

*Facilities Management*

17. to supervise operations, maintenance, alterations and repair to buildings and grounds, insisting on competent and efficient performance;
18. to evaluate plant needs and recommend to the Board improvements, alterations and changes in the buildings and equipment of the district;

### *Community Relations*

19. to supervise the public relations activities of the district. He/She shall keep the public informed about the policies, practices, and problems in the district's schools, and provide leadership in changing attitudes and practices for the future. He/She shall develop friendly and cooperative relationships with the news media;
20. to establish and maintain an effective working relationship with all segments of the community: parent-teacher organizations, local and state government, other school systems, institutions, agencies, civic organizations, and the general public. He/She shall solicit and give attention to problems and opinions of all groups and individuals;

### *Personal Qualities and Growth*

21. to demonstrate outstanding qualities of leadership with ability to delegate authority and responsibility effectively and to hold subordinates accountable;
22. to exhibit good judgement, common sense and perception;
23. to exhibit the ability to face controversy, remain true to convictions and to live with a high-pressure job;
24. to speak well before large and small groups, expressing ideas in a logical and forthright manner;
25. to maintain professional development by reading and course work, attending conferences, working on professional committees, visiting other districts, and meeting with other Superintendents;

### *Management Functions*

26. to coordinate and manage the district so that the school organization operates smoothly and efficiently. He/She must be able to coordinate the processes essential to achieving a smooth operation in all areas of the school district organization:
  - Planning: determining needs, objectives and goals;
  - Organization: assigning roles, responsibilities and establishing lines of communication;
  - Control: ensuring that progress is being made toward priorities, disciplining, making necessary staff reallocations and changes and evaluations;
  - Decision-making: data-collecting, analyzing data and choosing appropriately from a variety of decision-making techniques;
  - Problem-solving: sensitivity to problems, formulating problem statements, and using a variety of problem solving techniques;

- Communication: giving and receiving information effectively both orally and in writing, facilitating the exchange of information, views and opinions; and

27. to perform such other duties as the majority of the Board may determine.

Note: This is a sample list of Superintendent's Duties. It may be used along with the sample Superintendent's Evaluation, Policy 0320-E. If used in this manner, any changes made to the list of duties should be reflected in the evaluation and vice versa.

Ref: Education Law §§1604(8); 1711; 1804

Adoption date: April 2, 2001

## **ORGANIZATION CHART**

The Superintendent of Schools shall maintain an administrative organization chart showing the relationship among the various administrators and staff.

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## LINE AND STAFF RELATIONS

The following principles shall govern the administrative operation of the school system:

1. The Superintendent of Schools shall have specific responsibility for overseeing the district educational programs.
2. Responsibility shall flow from the Board of Education, to the Superintendent, to Building Principals, to teachers.
3. Each member of the staff shall be informed as to whom he/she is responsible and for what functions.
4. Each staff member shall be informed as to whom he/she can appeal in case of disagreement with an immediate superior.
5. Each staff member shall be informed as to whom he/she should report to for help in carrying out his/her functions.

### *Line of Responsibility*

Each employee in the school system shall be responsible to the Board through the Superintendent.

All personnel shall refer matters requiring administrative action to the administrative officer immediately in charge of the area in which the problem arises.

Administrative officers shall refer such matters to the next higher authority when deemed necessary.

It is expected that lines of communication will be kept open between and among all staff members as represented by the organization chart.

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