

## GOALS AND OBJECTIVES FOR THE ADMINISTRATION

The Board of Education recognizes that proper administration is vital to a successful educational program. The Board expects the educational administration to direct, coordinate and supervise students and staff in their efforts to reach the goals and objectives adopted by the Board.

Within the guidelines of board policy, negotiated agreements and state law, the Board expects the educational administration to:

- Provide up-to-date information and sound professional advice to the Board, as an aid to rational decision-making.
- Plan, organize, implement and evaluate the educational programs established by Board policy, in order to provide optimum educational opportunities to the students of the district.
- Provide these optimum educational opportunities at the lowest possible cost.
- Use efficient administrative and management procedures, in accordance with law and regulation, and developed after consultation with and among the Board, administrators and other appropriate staff members.
- Coordinate the resources of the community with those of the district.

Ref: Education Law §§1604; 1711; 2507; 2508

Adoption date: January 17, 2007

## SUPERINTENDENT OF SCHOOLS

The Board of Education shall by a majority vote appoint a Superintendent of Schools for a term of ~~two~~ to five years. This contract shall be reviewed in accordance with the provisions agreed upon by the parties and made part of the contract. The Superintendent shall serve as the chief executive officer of the Board and as such shall carry out the policies established by the Board.

In selecting candidates for the position of Superintendent, the Board may seek the advice and counsel of interested individuals, advisory committees, and it may hire consultants to assist in selection. However, the final selection shall rest with the Board after a thorough consideration of qualified applicants.

The Superintendent is the executive officer for the Board of Education and the unitary leader of the school district. In harmony with the policies of the Board, the Laws of New York State, and the Commissioner's Regulations, the Superintendent has executive authority over the school system and the sole responsibility for its effective functioning.

The Superintendent attends all meetings of the Board and participates in all of its deliberations. The Superintendent advises the Board in policy development and general planning and assumes initiative in presenting associated issues to the Board for consideration.

The Superintendent provides data and information to the Board concerning progress and patterns of the district. The Board depends upon the Superintendent for educational leadership and professional counsel in its deliberations.

In emergency matters the Superintendent is authorized by the Board to act at his/her discretion subject to subsequent approval by the Board.

The Superintendent shall be accountable at all times to the Board.

Ref: Education Law §§161711; 2507; 2508; 2565; 3003(4)

Adoption date: January 17, 1977

## 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. He/She may authorize the payment of part or all of the expenses of candidates for teaching positions if the candidates are asked to come to the district for visits or interviews;
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.

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

Adoption date: January 17, 2007

## ADMINISTRATIVE TEAM

The Board of Education recognizes that the quality of the district's schools is in large measure dependent upon securing maximum participation of all members of the administrative team, which consists of the Superintendent of Schools and the administrative staff.

The administrative team concept is recognized as an arrangement for responsible and appropriate involvement of administrative personnel in decision making. The Board believes the team approach to management best capitalizes upon shared strengths in cooperative decision making.

The members of the team act in an advisory capacity and participate in decision making when appropriate. Among the administrative team's responsibilities are:

1. to make policy recommendations to the Superintendent and Board as assigned;
2. to develop for Superintendent's approval and Board review, administrative regulations implementing policy adopted by the Board;
3. to involve other staff members possessing competency in the area under consideration in the development of district policies and regulations;
4. to interpret and disseminate district policies and programs to other district personnel, students and citizens;
5. as assigned by the Superintendent, to be the Board's representative(s) in the administration of district programs;
6. to evaluate proposals made by other employees in negotiations with the district's designated representative(s) and to recommend to the Superintendent and Board the district's response to such proposals; and
7. to serve as support personnel to the district's negotiator(s).

The Board also encourages a management approach that focuses upon the development and assessment of management objectives supportive of the Board's approved district plan.

The Superintendent is directed to provide for placing into operation the provisions for implementing a management team concept for school administration.

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

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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. Whenever possible, each member of the staff shall be made responsible to only one immediate supervisor for any one function.
5. Each staff member shall be informed as to whom he/she can appeal in case of disagreement with an immediate superior.
6. 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.

All employees shall have the right to appeal any decision made by an administrative officer to the next higher authority and through appropriate successive steps to the Board.

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## DEVELOPMENT OF REGULATIONS

The Superintendent of Schools shall be responsible for developing regulations consistent with policies of the Board of Education. In developing such regulations, the Superintendent shall, whenever feasible, seek the advice and opinions of any staff member who will be affected by the proposed regulations, and establish procedures to ensure that such advice and opinions are received.

The Superintendent shall give due weight to the opinions of staff, especially those offered by representatives of any bargaining units. The Superintendent shall inform the Board of any advice or opinions given by staff in presenting reports of administrative action or when presenting recommendations for action by the Board.

Cross-ref: 2410, Formulation, Adoption and Amendment of Policies

Ref: Education Law §§1709; 1711

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