

SECTION C

GENERAL SCHOOL ADMINISTRATION INDEX

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Major goals of administration in the District shall include:

1. To implement the management function so as to assure the most effective learning programs, through achieving such sub-goals as:
 - a. Providing leadership in keeping abreast of current educational developments.
 - b. Arranging for the staff development necessary to the establishment and operation of learning programs that better meet more learner needs.
 - c. Providing updating inservice and training for all divisions and departments.
 - d. Providing access to the decision making process for improvement ideas of staff, students, parents and others.
2. To provide professional advice and counsel to the Board and to advisory groups established by Board action. This will be done through reviewing alternatives, analyzing the expeditors and inhibitors of each, and recommending from the alternatives while providing rationale for the choices.
3. To provide a liaison between the community and Board so that it may have appropriate information available to conduct better its educational functions.

C2110 **Administrative Responsibilities**

The Superintendent shall be the chief executive officer of the school system and shall have, under the direction of the Board, general supervision of all of the public schools and of all the personnel and various departments of the school system. The Superintendent is responsible for the management of the schools under the Board's policies and direction and is accountable to the Board.

The Superintendent, each principal, and all other administrators shall have the authority and responsibility necessary for his/her specific administrative assignment. Each shall likewise be accountable for the effectiveness with which the administrative assignment is carried out.

C2200 **Qualifications and Duties of Superintendent**
(A Job Description)**Title: Superintendent of Schools****Minimal Qualifications:**

The Superintendent, the administrative head of the school system, shall have earned at least 60 hours of graduate credit, inclusive of the master's degree. Not less than 30 semester hours of graduate credit shall have been in administration, supervision, and related fields. He/she shall have had a minimum of four years of professional experience. The Superintendent shall meet current NCA criteria.

Personnel Relationships:

1. The Superintendent is responsible directly to the Board of Education and works in a cooperative staff relationship with all lay advisory committees created by the Board.
2. The Superintendent shall supervise and direct the work of the teachers and other employees of the Board. All employees are responsible to him/her.

General Functions:

The Superintendent is the Board's chief executive officer and the administrative head of all divisions and departments of the school system. It is his/her 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 provides the initiative, the driving force, and the technical guidance for the improvement of the total program of the school system. The delegation of responsibility and authority for the operation of the various functions of the school system is one of his/her duties. He/she is, however, directly and irrevocably responsible to the Board for all functions of the school, including (a) evaluation; (b) planning; (c) reporting; (d) personnel; (e) coordination; (f) Board policies implementation; and (g) educational program.

Specific Duties and Responsibilities:

1. Evaluating the effectiveness of all phases of the school program, including curriculum, instruction, books, materials, equipment, supervision, administration, business procedures, personnel procedures, auxiliary services, efforts to promote public understanding, and other aspects of the total program.
2. Planning for both current situations and for long-range development of program improvements in each of the areas listed above, working closely with other personnel in the various divisions of the school organization and with the Board.
3. Reporting on the results of his/her evaluation efforts and his/her recommended plans for improvement to the Board, and, with the approval of the Board, to the general public through presentations, newsletters, and school community activities.
4. Serving as the representative of the Board in handling public complaints and criticisms of any phases of the school system, bringing unresolved problems to regular or special meetings of the Board.
5. Recommending to the Board the establishment of lay advisory committees when this is deemed appropriate, including a definition of the task of each committee, a suggested time limitation, and appropriate procedures for committee operation.
6. Representing the Board, either personally or through delegated representatives, in working with all lay advisory committees established by the Board.
7. Making recommendations to the Board, in consultation with other appropriate personnel, concerning the employment, promotion, separation of all personnel.
8. Full responsibility, subject to Board approval, for the initial selection of all personnel, the definition of job responsibilities, and the placement of all personnel.
9. Providing for inservice professional growth of all personnel responsible directly to him/her.
10. Developing procedures for approval of travel requests for all administrators.
11. Coordinating the efforts of all personnel in working toward the achievement of established goals.
12. Developing an orderly system for securing suggestions from and handling grievances of all personnel, bringing any unresolved problems to regular or special meetings of the Board.
13. Anticipating problems, where possible, and recommending appropriate policies to the Board before problems actually arise.
14. Reviewing policies with the Board continuously, making recommendations for additions, deletions, or revisions as he/she deems necessary.

15. Establishing, subject to Board approval, rules and regulations for the implementation of Board policies.
16. Providing over-all direction to inter district cooperatives in special education and vocational education.
17. Performing such other duties as the Board may direct.

(Note: This job description is codified as a policy because it is the guide to the position of the Board's chief executive officer. Other job descriptions might properly be codified as administrative regulations, procedures, and guidelines.)

C2210 **Superintendent's Contract**

The Board, upon the selection of a candidate or upon reappointment of the incumbent Superintendent, shall endeavor to secure the dignity of position and the freedom of leadership appropriate to the responsibilities of the Superintendent through an explicit contractual agreement. Such contract shall meet the requirements of Michigan law and the regulations of the State Board of Education and shall protect the rights of both the Board and the Superintendent.

The Superintendent's contract shall exclude administrative tenure.

C2220 **Superintendent's Compensation and Benefits**

The salary of the Superintendent, additional benefits, vacation entitlement, and other leave shall be determined at the time of his/her appointment or reappointment and shall be part of his/her written contract.

Additional benefits such as health and other forms of insurance, annual vacation, holidays, and temporary and extended leaves and absences shall be at least equal to those granted other professional staff members in the District.

C2230 **Superintendent's Development Opportunities**

The Board shall offer the Superintendent encouragement and assistance for his/her own professional development. So that he/she may keep the Board and professional staff informed of new and promising educational developments, the Board will encourage the Superintendent to attend educational conferences, seminars, workshops, and other professional meetings; visit other school systems; and use other means to keep abreast of modern educational thought and practices. The Superintendent shall notify the Board president of any professional meetings which will cause him/her to be absent from the District for more than two days.

Superintendent's Consulting Activities C2240

The Board expects the Superintendent to devote his/her undiminished attention and energy to the concerns of the School District. He/she may not be engaged in any other employment nor in long-term consulting assignments. However, the Board recognizes the Superintendent's obligation to contribute to the profession of school administration and to the

cause of public education generally. This policy, therefore, does not prohibit the Superintendent from undertaking occasional consultative work which does not conflict with obligations to the District. Any such task requires prior approval of the Board.

Evaluation of the Superintendent C2250

Since the Superintendent is responsible for the management of the District under the Board’s policies and is accountable to the Board, the Board shall evaluate the Superintendent annually using the following procedures:

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| May-June | The Superintendent shall submit proposed objectives for the following school year to the Board for review prior to the adoption of the budget. |
| June-August | The Superintendent and the Board shall discuss the proposed objectives and possible changes in order to reach a consensus regarding the direction of the District. |
| August | The Superintendent shall submit a final draft of the objectives reflecting the consensus reached which shall be adopted at that time or as soon thereafter as reasonably possible with a goal of adopting the objectives prior to the start of the school year. |
| Aug.-March | The Superintendent and Board shall review the objectives periodically to insure the objectives are being reached, that there is a proper relationship with the District’s master plan, and to make any necessary adjustments. |
| March | The Superintendent shall submit a written self-evaluation based on each objective to the Board members for review by March 1. The Board shall evaluate the Superintendent based on each objective in March or as soon thereafter as reasonably possible. The Board may submit a written summary of the evaluation. |

C2260 **Superintendent’s Termination of Employment**

The Superintendent may be removed from the position whenever in the judgment of a majority of the total Board that there has been a breach of contract, inadequate performance, or other “good and sufficient reason” as can be supported by law.

C2300 **Administrative Organization Plan**

The legal authority of the Board is to be transmitted through the Superintendent along specific paths from person to person as shown by organizational charts for the District. The lines of authority in the charts represent direction of authority and responsibility. All such charts shall be submitted to the Board for approval and shall be regarded as visual representations of policy.

C2310 **Line and Staff Relations**

The Board desires the Superintendent to establish clear understandings on the part of all personnel of the working relationships in the school system. Lines of direct authority shall be those approved by the Board and shown on District organization charts.

Personnel shall be expected to refer matters requiring administrative action to the administrator to whom they are responsible. That administrator shall refer such matters to the next higher administrative authority when necessary. Additionally, all personnel are expected to keep the person to whom they are immediately responsible informed of their activities by whatever means the person in charge deems appropriate.

It is expected that the established lines of authority will serve most purposes. But all personnel shall have the right to appeal any decision made by an administrative officer through grievance procedures established through bargaining unity agreements or Board policy. (*See G4110 - Grievances.*)

Additionally, lines of authority do not restrict in any way the cooperative, sensible working together of all staff members at all levels in order to develop the best possible school programs and services. The established lines of authority represent direction of authority and responsibility; when the staff is working together, the lines represent avenues for a two-way flow of ideas to improve the program and operations of the school system.

C2315 **Temporary Administrative Arrangements**

In any organization, it is important that the responsibility for decision-making be clearly delineated. This is particularly true if the Superintendent, for one reason or another, is unavailable. In these cases, there should be a clear line of administrative succession which designates both responsibility and authority.

Management Team C2320

The Board supports the concept and application of team management in the administration of the District. The Superintendent shall lead, determine structure, and designate membership for the total management team. The team is responsible to the Superintendent who, in turn, is responsible to the Board.

The Superintendent shall designate members of the District management team to participate with the Board's negotiating team in negotiations with other employee groups.

Administrative Councils, Cabinets and Committees C2370

The Board encourages the Superintendent and administrative staff to create and maintain appropriate mechanisms such as councils, cabinets, and committees in order to foster good communications within the staff and to allow each member of the staff to have a voice in the development of policies and in the making of decisions affecting them.

Policy Implementation C2400

The Board expects compliance with its formally-adopted policies. In the educational hierarchy, those in super ordinate positions are responsible for informing subordinates of existing policies and regulations and for seeing that they are implemented in the spirit intended. Continuous disregard for Board policy and administrative regulation may be interpreted as willful neglect of duty, and failure to comply will be considered cause for disciplinary action and may constitute grounds for dismissal. Any employee who feels that he or she is subject to arbitrary and/or capricious regulations may institute a formal grievance procedure. (*See G4110 - Grievances.*)

Approval of Handbooks and Directives C2420

The Superintendent shall approve the publication of all curriculum guides, manuals, handbooks, pamphlets, and similar book-type publications that are directive in nature. New or revised manuals, handbooks, pamphlets, or similar publications will be issued in accordance with the procedures and/or policies contained in the *Bay City Public Schools Policy Manual and in compliance with NCLB*.

Administrative Records - Statistical Data C2440

Statistical information often has a time value. Delayed reports place an inconvenience and burden upon others who must use the information and may in some instances result in a financial loss to the District.

Each principal, director, supervisor, or other administrator shall give careful consideration to all procedures related to reports, accounting, and general business matters that are required for the administration of the school program and shall make accurate and prompt return on scheduled dates of all statistical and other information required.

If the above practice is followed, it should be possible to prepare the District reports required by the state and federal governments and meet their date requirements.