

## SECTION C: GENERAL SCHOOL ADMINISTRATION

---

CA	Administration Goals
CAA	District Administration Priority Objectives
CB	School Superintendent
CBA	Qualifications and Duties of Superintendent
CBAA	Incapacity of Superintendent
CBB	Recruitment and Appointment of Superintendent
CBC	Superintendent's Contract
CBD	Superintendent's Compensation and Benefits
CBE	Superintendent's Development Opportunities
CBF	Superintendent's Consulting Activities
CBG	Evaluation of the Superintendent (Also AFB)
CBH	Superintendent's Termination of Employment
CBHA	Superintendent's Retirement
CBI	Board-Superintendent Relationship (Also BCD)
CC	Administrative Organizational Plan
CCA	Organizational Chart
CCB	Line and Staff Relations
CD	Management Team
CE	Administrative Councils, Cabinets and Committees
CF	School Building Administration
CG	Special Programs Administration
CGA	Summer Program Administration
CGB	Adult Education Program Administration
CGC	State and Federal Programs Administration
CH	Policy Implementation
CHA	Development of Regulations
CHB	Board Review of Regulations (Also BFCA)
CHC	Regulations Dissemination
CHCA	Approval of Handbooks and Directives
CHD	Administration in Policy Absence (Also BFE)
CI	Temporary Administrative Arrangements
CJ	Administrative Intern Program
CK	Program Consultants

CL            Administrative Reports

CM            School District Annual Report

## ADMINISTRATION GOALS

Proper administration of the schools is essential to a successful educational program. The general purpose of the District's administration will be to coordinate and supervise the creation and operation of an environment in which students learn most effectively. Administrative duties and functions should be appraised in terms of the contribution made to improving instruction and learning. The Board will rely on the Superintendent to provide the professional leadership demanded by such a far-reaching goal.

The District's administrative organization shall be designed so that all divisions and departments of the central office and all schools are part of a single system guided by Board policies which are implemented through the Superintendent.

The Superintendent and the administrative staff will have the authority and responsibility necessary for their specific administrative assignments. Each administrator will also be accountable for the effectiveness with which the administrative assignments are carried out. The Board will be responsible for clearly specifying its requirements and expectations of the Superintendent and for holding the Superintendent accountable by evaluating how well those requirements and expectations have been met. In turn, the Superintendent will be responsible for clearly specifying the Board's requirements and expectations for all other administrators and for holding each accountable by evaluating how well requirements and expectations have been met.

Major goals of administration in the District will be:

1. to recruit and select staff;
2. to manage the District's various departments and programs effectively;
3. to provide professional advice and counsel to the Board and to advisory groups established by Board actions, generally through reviewing alternatives, analyzing the advantages and disadvantages of each and recommending a selection from among the alternatives;
4. to implement the management function so as to ensure the best and most effective learning programs through achieving such other goals as:
  - A. providing leadership in keeping current with education developments;
  - B. arranging for the staff development necessary to the establishment and operation of learning programs which better meet student needs;
  - C. coordinating cooperative efforts for the improvement of learning programs, facilities, equipment and materials and
  - D. providing access to the decision-making process for the ideas of staff, students, parents and others;

5. to develop an effective program of evaluation which includes every position, program and facility in the District and
6. to develop and use a team management approach.

1 of 2

[Adoption date: May 9, 1994]

CROSS REFS.: AF, Commitment to Accomplishment  
CD, Management Team  
GCL, Certificated Staff Development Opportunities  
GDL, Support Staff Development Opportunities



## QUALIFICATIONS AND DUTIES OF SUPERINTENDENT

**TITLE:** Superintendent of Schools

**Department:** Administration

**Building/Facility:** Central Office

**Reports to:** Board of Education

**Employment Status:** Regular/Full-time

**FLSA Status:** Exempt

**General Description:** Serve as the District's chief executive officer; administer, supervise, direct and evaluate the District's educational system

- QUALIFICATIONS:**
1. Master's degree or higher with a major in educational administration and supervision
  2. Minimum of five years of public school experience in supervision and administration
  3. A valid Superintendent's certificate as prescribed by the State of Ohio

### DUTIES:

1. **General Duties** The Superintendent is the chief executive officer of the Board and the administrative head of the school system. As the executive officer he/she:
  - A. attends all Board meetings;
  - B. administers the schools in conformity with Board policies, rules and regulations of the State Board of Education and laws of the State of Ohio;
  - C. is responsible for the administration and supervision of the District and is the professional leader of the Board and teaching staff;
  - D. prepares and presents to the Board information relative to proposed school policies; presents evaluation information as necessary;
  - E. is responsible for long-range curriculum development for the school system and
  - F. serves as the leader in devising ways of keeping the public informed about the schools.

2. Employment of Personnel

The Superintendent:

- A. recommends employment of all personnel;
- B. assigns, transfers and supervises all personnel;
- C. recommends employees for promotion, demotion or transfer;
- D. reports to the Board on staff evaluations and serves as the final reviewing authority for the Board and
- E. recommends staff dismissals when necessary.

3. Adoption of Textbooks

The Superintendent:

- A. appoints committees to review textbooks and make recommendations, when so directed by the Board of Education and
- B. following Board approval, purchases books and arranges for their distribution and care.

4. Preparation of Budget

The Superintendent:

- A. works with the Treasurer in preparing the annual budget;
- B. submits the budget to the Board and
- C. administers the budget as approved by the Board.

5. Special Use of School Building

The Superintendent:

- A. prepares plan for use of buildings and
- B. permits use of buildings in accordance with plans adopted by the Board.

6. Salary Schedule

The Superintendent assigns salaries to teachers and other employees on the basis of adopted salary schedules.



7. Supplies and Equipment

The Superintendent:

- A. recommends supplies needed on the basis of their contribution to the efficient operation of the school system and benefit of the instructional program and
- B. makes purchases and arranges for use and care of supplies and equipment.

8. Course of Study

The Superintendent:

- A. recommends courses of study;
- B. places courses of study into operation;
- C. recommends additions and changes as need arises and
- D. reports to the Board on progress and evaluation of course of study.

9. Miscellaneous Duties

The Superintendent:

- A. prepares an agenda for each Board meeting in cooperation with the Treasurer, Board President and one other Board member on a rotating basis;
- B. develops in-service training programs and other suitable means for teacher improvement and education;
- C. prepares the school calendar, with staff input, for the ensuing school year for presentation to the Board for its approval and adoption;
- D. attends such professional meetings as are necessary and important to continued professional growth and for the improvement of the organization and administration of the schools with approval of the Board and
- E. performs such other duties as the Board may determine.

**NOTE:** The above lists are not ranked in order of importance.

This job description is subject to change and in no manner states or implies that these are the only duties and responsibilities to be performed by the incumbent. The incumbent will be required to follow the instructions and perform the duties required by the incumbent's supervisor, appointing authority.

\_\_\_\_\_  
President, Board of Education

\_\_\_\_\_  
Date

My signature below signifies that I have reviewed the contents of my job description and that I am aware of the requirements of my position.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

[Adoption date: May 9, 1994]  
[Re-adoption date: November 11, 1999]  
[Re-adoption date: August 14, 2006]

LEGAL REFS.: ORC 3319.01; 3319.22

CROSS REFS.: CBAA, Incapacity of the Superintendent  
CBG, Evaluation of the Superintendent (Also AFB)  
CCA, Organizational Chart  
CCB, Staff Relations and Lines of Authority

## INCAPACITY OF SUPERINTENDENT

The Board is obligated to provide the District with sound management in all areas. As the executive officer of the District, the Superintendent has a major responsibility in managing the operation of the public schools.

Should the Superintendent become incapacitated, the Board will appoint a superintendent pro tempore. The appointment will be made by a majority vote of the Board and only after the conditions relating to incapacity are met.

The Superintendent Pro Tempore shall perform all the duties and functions of the Superintendent and may be removed at any time by a two-thirds majority vote of the members of the Board or upon return to full-time active service of the Superintendent.

[Adoption date: May 9, 1994]

LEGAL REFS.: ORC 3319.01; 3319.011; 3319.13; 3319.16

## INCAPACITY OF SUPERINTENDENT

A superintendent pro tempore will be appointed by a majority of the members of the Board upon determining that the Superintendent is incapacitated in such a manner that he or she is unable to perform the duties of that office. Such incapacity will be determined in one of the following ways:

1. at the request of the Superintendent, if the Superintendent is absent with pay for reasons of personal illness, injury or exposure to contagious disease which could be communicated to others;
2. upon certification of the attending physician, that the Superintendent is unable to perform the duties of the office of Superintendent and is absent with pay for reasons of personal illness, injury or exposure to contagious disease, which could be communicated to others;
3. upon the determination of a referee pursuant to ORC 3319.16, that the Superintendent is unable to perform the duties of the office of Superintendent and is absent with pay for reasons of personal illness, injury or exposure to a contagious disease, which could be communicated to others;
4. upon the granting of a leave of absence without pay requested by the Superintendent for reasons of illness, injury or other disability or
5. upon the placing of the Superintendent upon an unrequested leave of absence, without pay, for reasons of illness or other disability pursuant to ORC 3319.13 and 3319.16.

During the period of incapacity, the Superintendent will:

1. at his or her request, be placed on sick leave, with pay, not to exceed the extent of his or her accumulated, but unused, sick leave and any advancement of such sick leave which may be authorized by Board policy or
2. at his or her request, or without his or her request, the Superintendent will be placed on a leave of absence without pay pursuant to ORC 3319.13.

The leave provided during the period of incapacity (described above) will not extend beyond the contract or term of office.

The Superintendent will, upon request to the Treasurer of the Board of Education, be returned to active-duty status, unless the Board denies the request within 10 days of receipt of the request. The Board may require the Superintendent to establish to its satisfaction that he or she is capable of resuming such duties and that the duties be resumed on a full-time basis.

The Board may demand that the Superintendent return to active service; upon the determination that he or she is able to resume his or her duties, the Superintendent will return to active service.

1 of 2

The Superintendent may request a hearing before the Board of Education on any action taken under this policy and will have the same rights as are granted under ORC 3319.16.

The Superintendent Pro Tempore will perform all of the duties and functions of the Superintendent and may be removed at any time by a two-thirds majority vote of the members of the Board.

The Board will fix the compensation of the Superintendent Pro Tempore in accordance with ORC 3319.011. The Superintendent Pro Tempore will serve until the Superintendent's incapacity is removed or until the expiration of the Superintendent's contract or term of office, whichever is earlier.

(Approval date: May 9, 1994)

## SUPERINTENDENT'S CONTRACT/COMPENSATION AND BENEFITS

The appointment of the Superintendent is secured through a written agreement stating the terms of the contract. The contract meets all State requirements and protects the rights of both the Board and the Superintendent.

The Superintendent is appointed for a term not to exceed five years. The term commences on August 1 and continues through July 31 of the year in which the contract expires. Should a vacancy occur mid-term, the Board can appoint a new hire to a term starting on any date – as long as the length of the contract does not exceed five years from the prior August 1. The period of time in which the Superintendent's contract may be renewed begins on January 1 of the year prior to the contract's expiration and ends on March 1 of the year in which the contract expires.

Salary and benefits are determined by the Board at the time of the appointment and are reviewed by the Board each year. The Superintendent's salary may be increased or decreased during his/her term of office. However, any decrease must be part of "a uniform plan" affecting salaries of all District employees.

The Board authorizes either the annual payment of the Superintendent's accrued, unused vacation leave or the payment of unused vacation upon separation of service per the terms of his/her individual contract.

If the Board intends to nonrenew the Superintendent's contract, notice in writing of the intended nonrenewal must be given to the Superintendent on or before March 1 of the year in which the contract expires.

Nothing in this policy shall prevent the Board from making the final determination regarding the renewal or nonrenewal of the Superintendent's contract.

[Adoption date: May 9, 1994]

[Re-adoption date: December 19, 2011]

LEGAL REFS.: ORC 124.384(C); 124.39(C)  
3319.01; 3319.16; 3319.225

CROSS REFS.: CBA, Qualifications and Duties of the Superintendent  
CBAA, Incapacity of the Superintendent  
CBG, Evaluation of the Superintendent (Also AFB)  
CBI, Board-Superintendent Relationship (Also BCD)

## EVALUATION OF THE SUPERINTENDENT

Through evaluation of the Superintendent, the Board will strive to accomplish the following:

1. clarify the role of the Superintendent as seen by the Board;
2. develop harmonious working relationships between the Board and Superintendent;
3. provide administrative leadership for the school system and
4. identify strengths and weaknesses of the Superintendent's performance.

The Board of Education will evaluate the abilities and services of the Superintendent at least once a year.

Board consensus on the Superintendent's abilities and performance will be written and made available to and discussed with the Superintendent in conference. The Board must consider the evaluation of the Superintendent in acting to renew or nonrenew his/her contract.

A completed evaluation of the Superintendent should be on file in the Board of Education Office.

[Adoption date: May 9, 1994]

[Re-adoption date: August 17, 1999]

LEGAL REF.: ORC 3319.01

CROSS REF.: CBA, Qualifications and Duties of the Superintendent



## BOARD-SUPERINTENDENT RELATIONSHIP

The Board believes that the legislation of policies is the most important function of a board and that the execution of the policies should be the function of the Superintendent and staff.

Delegation by the Board of its executive powers to the Superintendent provides freedom for the Superintendent to manage the schools within the Board's policies and frees the Board to devote its time to policy-making and appraisal functions.

The Board holds the Superintendent responsible for the administration of its policies, the execution of Board decisions, the operation of the internal machinery designed to serve the school program and keeping the Board informed about school operations and problems.

The Board will strive to procure the best professional leader available as its Superintendent of Schools. The Board, as a whole and as individual members, will:

1. give the Superintendent full administrative authority for properly discharging his or her professional duties, holding him or her responsible for acceptable results;
2. act in matters of employment or dismissal of school personnel only after receiving the recommendations of the Superintendent;
3. hold all meetings of the Board in the presence of the Superintendent, except when his or her contract and/or salary is under consideration;
4. refer all complaints to the Superintendent for appropriate investigation and action;
5. strive to provide adequate safeguards for the Superintendent and other staff members so that they can discharge their educational functions on a thoroughly professional basis and
6. present personal criticisms of any employee directly to the Superintendent.

[Adoption date: May 9, 1994]

MACFLOW

## LINE AND STAFF RELATIONS

The Superintendent will establish clear understandings on the part of all personnel of the working relationships in the District.

Lines of direct authority will be those approved by the Board and will be shown on the District's organizational chart.

Personnel will be expected to refer matters requiring administrative action to the administrator to whom they are responsible. The administrator will 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.

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 District.

[Adoption date: May 9, 1994]

CROSS REFS.: ABB, Staff Involvement in Decision Making (Also GBB)  
CCA, Organizational Chart

## MANAGEMENT TEAM

The Board endorses the management team concept for the District.

The management team of the District will consist of two groups:

Policy Team. The Board, Superintendent and Treasurer comprise the team. The Board President serves as team leader. Primary responsibilities of this team will be to establish policies to guide the District and to ensure that the policies are carried out.

Administrative Team. All administrators within the District comprise this team. The Superintendent serves as team leader. This team will be responsible for carrying out the functions of planning; organizing; staffing; implementing and evaluating guided by the policies established by the policy team and adopted by the Board.

The team approach to management represents an attempt to provide close cooperation and effective working relationships among administrative personnel. It is an effort to make the best use of the talents and expertise available by establishing open lines of communication and by providing a supportive environment in which collaborative problem solving and decision making can take place.

This approach recognizes the mutual dependence which exists among various components of the total organization and promotes a team effort in identification of goals, establishment of priorities and development of long-range plans. Although the concept promotes cooperative efforts, it also recognizes the need for independent administrative action in appropriate areas. The Management Team shall encourage responsible decision making.

Guidelines for the implementation of this policy will be a primary management team concern. These guidelines will include:

1. procedures for convening the team;
2. procedures for implementing in-service management team training;
3. procedures for establishing team evaluation and
4. procedures for implementing goals and objectives of the District.

[Adoption date: May 9, 1994]

CROSS REF.: CCB, Line and Staff Relations

CONTRACT REF.: Teachers' Negotiated Agreement

## ADMINISTRATIVE COUNCILS, CABINETS AND COMMITTEES

The Superintendent may establish such permanent or temporary councils, cabinets and committees which are necessary for proper administration of the Board policies and for the improvement of the total educational program.

All councils, cabinets and committees created by the Superintendent will be for the purposes of obtaining the advice and counsel of administrative and supervisory personnel of the District and aiding in District communication. Functioning in an advisory capacity, such groups may make recommendations for submission to the Board through the Superintendent. Authority for establishing policy remains with the Board; authority and responsibility for implementing policy remain with the Superintendent.

The membership composition and responsibilities of administrative councils, cabinets and committees will be defined by the Superintendent and may be changed at the Superintendent's discretion. Such councils, cabinets and committees need not meet the requirements of the Sunshine Law.

[Adoption date: May 9, 1994]

[Re-adoption date: August 17, 1999]

CROSS REFS.: KCA, Advisory Councils  
ABB, Staff Involvement in Decision Making (Also GBB)

## POLICY IMPLEMENTATION

The Superintendent has the responsibility for carrying out, through regulations, the policies established by the Board.

The policies developed by the Board and the regulations developed to implement policy will be designed to promote an effective and efficient school system. It is expected that all Board employees and students will follow all Board policies and regulations.

There are many activities which are common to all schools, but procedures for conducting them may vary from building to building. Principals will establish procedures for conducting activities in their individual schools within the larger framework of District regulations and Board policies.

[Adoption date: May 9, 1994]

CROSS REF.: CHA, Development of Regulations

## DEVELOPMENT OF REGULATIONS

The Board delegates to the Superintendent the function of specifying required actions and designing the detailed arrangements under which the schools will be operated. These regulations and detailed arrangements will constitute the regulations governing the schools. They must be consistent with the policies adopted by the Board.

The Board of Education itself will formulate and adopt regulations only when required by law or when the Superintendent recommends Board adoption because of strong community attitudes and/or probable staff reaction.

[Adoption date: May 9, 1994]

CROSS REF.: CH, Policy Implementation

## BOARD REVIEW OF REGULATIONS

It will be the policy of the Board of Education to review the philosophy of education and policies and procedures on a continuing basis, at least once every five years, in order to keep them up-to-date.

The Board will evaluate how the policies have been executed and their general effectiveness. It will rely on the school staff, students and community to provide evidence of the effect of the policies it has adopted.

The Superintendent is given the continuing commission of calling to the Board's attention all policies that need revision.

The Board directs the Superintendent to recall all policy and regulations manuals periodically for purposes of administrative updating and Board review.

Before issuance, Districtwide regulations will be properly titled and coded as appropriate relative to subject and in conformance with the codification system selected by the Board. Those officially approved by the Board will be so marked; all others appearing in the manual will be considered approved, provided that they are in accordance with the accompanying Board policy.

Each year a Board member will be assigned to review policies.

[Adoption date: May 9, 1994]

[Re-adoption date: August 14, 2006]

LEGAL REFS.: ORC 3313.17; 3313.20; 3313.47

CROSS REFS.: BF, Board Policy Development and Adoption  
CH, Policy Implementation  
CHC, Regulations Dissemination



## REGULATIONS DISSEMINATION

Districtwide regulations will be appropriately coded and included as regulations in the Board's policy manual, which will be available at the Board offices and in each school building.

The Superintendent will devise a means for disseminating particular regulations, prior to their effective dates, to the staff members, students and/or members of the public who are directly affected by them.

[Adoption date: May 9, 1994]

LEGAL REF.: ORC 3313.20

CROSS REF.: CHB, Board Review of Regulations (Also BFCA)

## APPROVAL OF HANDBOOKS AND DIRECTIVES

In order that pertinent Board policies, regulations and school rules may be known by all staff members and students affected by them, administrators are granted authority to issue staff and student handbooks as found necessary.

It is essential that the contents of all handbooks conform with Districtwide policies and regulations and that all handbooks bearing the name of the District be of a quality that reflects credit on the District. Therefore, the Board expects all handbooks to be approved prior to publication by the Board.

The Board reviews and approves the handbooks in order that the contents may be accorded legal status of Board-approved policy and regulations. The Superintendent uses his/her judgment as to whether other specific handbooks need Board approval. All handbooks published are to be made available to the Board for informational purposes.

[Adoption date: August 17, 1999]

## ADMINISTRATION IN POLICY ABSENCE

In the absence of Board policy, the Superintendent may take temporary action which would be in accordance with the overall policy of the Board; however, the Superintendent will not be free to act when the action involves a duty of the Board, which by law cannot be delegated.

In each case, the Superintendent will present the matter to the Board for its consideration at its next meeting.

[Adoption date: May 9, 1994]

## ADMINISTRATIVE REPORTS

The Board may require reports from its executive officer concerning conditions and needs of the schools.

A detailed report will be requested of the Superintendent as a preliminary to his or her preparation of the Board's annual report to the public.

Upon the receipt of the Superintendent's and other administrative reports, the Board will take steps to appraise the effectiveness with which the schools are achieving the educational purposes of the District.

[Adoption date: May 9, 1994]

LEGAL REFS.: ORC 3317.061; 3317.11; 3317.14  
3319.04; 3319.32; 3319.33; 3319.37  
3321.12  
3327.012

## SCHOOL DISTRICT ANNUAL REPORT

The Board shall issue a District annual report and an annual report for each building within the District as required by State regulations.

The format of the report will be designed by the administrative staff.

The content of the report will conform to State guidelines. The report will be made available to all District residents.

[Adoption date: May 9, 1994]

[Re-adoption date: August 17, 1999]

LEGAL REFS.: ORC 3319.04; 3319.32; 3319.33  
OAC 3301-11-03

CROSS REF.: CL, Administrative Reports