

## SECTION C: GENERAL SCHOOL ADMINISTRATION

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## ADMINISTRATION GOALS

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

Major goals of administration in the District are to:

1. manage the District's various departments and programs effectively;
2. 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;
3. implement the management function so as to ensure the best and most effective learning programs through achieving such other goals as to:
  - A. provide leadership in keeping abreast of current education developments;
  - B. arrange for the staff development necessary to the establishment and operation of learning programs which better meet student needs;
  - C. coordinate cooperative efforts for the improvement of learning programs, facilities, equipment and materials;
  - D. provide access to the decision-making process for the ideas of staff, students, parents and others and
  - E. provide leadership to assure high levels of learning for all staff and students;
4. develop an effective program of evaluation which includes every position, program and facility in the District and
5. develop and use a team management approach.

[Adoption date: October 11, 2004]

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

Middletown City School District, Middletown, Ohio



## QUALIFICATIONS AND DUTIES OF THE SUPERINTENDENT

Title: Superintendent

Department: Administration

Building/Facility: Central Office

Reports to: Board of Education

Employment Status: Regular/Full-time

FLSA Status: Exempt

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

Essential Functions:

1. ensure safety of students
2. perform personnel-related functions, e.g., make recommendations for appointment, promotion, demotion, discharge, assignment and transfer, communicate personnel matters to employees, evaluate staff, provide in-service education to staff and maintain personnel files on current employees
3. direct staff negotiations
4. file state and local required reports
5. assist in preparation of annual budget and appropriations resolution for Board to consider
6. act as District's purchasing agent
7. establish and maintain public relations program to inform public of District's activities and needs
8. recommend courses of study, curriculum guides and changes in texts and time schedules to Board
9. supervise teaching, supervision and administration methods
10. propose new policies to Board
11. continually evaluate District's progress and needs
12. conduct regular District administrative hearings
13. prepare annual school calendar for Board adoption
14. delegate duties to other staff members
15. prescribe rules for classification and advancement of students
16. make Board recommendations about student transportation in accordance with law and safety requirements
17. recommend location and size of new school sites and additions to existing sites
18. represent Board as liaison between District and community

19. inform Board about educational system as well as local, state and national issues affecting education
20. prepare and distribute agenda to Board members prior to each regular meeting
21. take immediate action in cases of calamity, acts of nature, or other emergencies

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22. maintain respect at all times for confidential information, e.g., employee discipline/dismissals/contract issues, negotiations, Board executive sessions, etc.
23. make contacts with public with tact and diplomacy
24. interact in positive manner with staff, students and parents
25. attend meetings and in-services as required

Other Duties and Responsibilities:

1. act as liaison between employees and Board
2. attend local, state and national conferences
3. approve vacation schedules for salaried District employees
4. supervise the purchase and distribution of textbooks, workbooks and other educational materials
5. serve as role model for students in how to conduct themselves as citizens and as responsible, intelligent human beings
6. instill in students belief in and practice of ethical principles and democratic values
7. respond to routine questions and requests in appropriate manner
8. perform other duties as assigned

Qualifications:

1. valid superintendent's certificate/license issued by state of Ohio
2. master's degree with major in educational administration, preferably with completion of one year of graduate work beyond master's degree
3. seven years of school administrative experience
4. valid driver's license
5. alternatives to above qualifications as Board may find appropriate

Required Knowledge, Skills and Abilities:

1. communicate ideas and directives clearly and effectively, both orally and in writing
2. effective, active listening skills
3. work effectively with others
4. organizational and problem-solving skills
5. organize and compile data for various state and federal reports
6. thorough knowledge of school finance
7. recommend additions and/or changes to curriculum appropriate to students' needs
8. handle multitude of tasks simultaneously and in timely manner
9. handle constant pressure and substantial amounts of stress
10. supervise variety of jobs and positions
11. strong visionary and leadership skills
12. confidence to make decisions based on the best interest of students



Equipment Operated:

1. computer/printer
2. calculator
3. copy machine
4. fax machine
5. telephone

Additional Working Conditions:

1. frequent travel
2. frequent evening and/or weekend work
3. requirement to lift, carry, push and pull various items
4. repetitive hand motion, e.g., computer keyboard, calculator, typewriter
5. occasional exposure to blood, bodily fluids and tissue
6. occasional interaction among unruly children
7. regular requirement to sit, stand, walk, talk, hear, see, read, speak, reach, stretch with hands and arms, crouch, climb, kneel and stoop

**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.

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Board President

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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.

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Signature

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Date

[Adoption date: October 11, 2004]

LEGAL REFS.: ORC 3319.01; 3319.22

CROSS REFS.: BCD, Board-Superintendent Relationship (Also CBI)  
CBAA, Incapacity of the Superintendent  
CBG, Evaluation of the Superintendent (Also AFB)  
CCA, Organizational Chart

Middletown City School District, Middletown, Ohio

CCB, Staff Relations and Lines of Authority

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## INCAPACITY OF THE SUPERINTENDENT

As the executive officer of the District, the Superintendent has a major responsibility in managing the operation of the schools.

Should the Superintendent become incapacitated, the Board appoints a superintendent pro tempore who shall meet the certificate requirement as established by law. The appointment is made by a majority vote of the Board and only after the conditions relating to incapacity are met in accordance with State law and the Family and Medical Leave Act of 1993.

The Superintendent Pro Tempore performs 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: October 11, 2004]

LEGAL REFS.: Family and Medical Leave Act; 29 USC 2601 et seq.  
ORC 3319.01; 3319.011; 3319.13; 3319.16

CROSS REFS.: CBA, Qualifications and Duties of the Superintendent  
GBR, Family and Medical Leave

## INCAPACITY OF THE SUPERINTENDENT

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

1. by 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;
3. upon the determination of a referee that the Superintendent is unable to perform the duties of the office of Superintendent;
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.

During the period of incapacity, the Superintendent may:

1. at his/her request, be placed on sick leave, with pay, not to exceed the extent of his/her accumulated, but unused, sick leave and any advancement of such sick leave which may be authorized by Board policy;
2. at his/her request, or without such request, pursuant to the Family and Medical Leave Act, be placed on unpaid FMLA leave for up to 12 weeks per year and
3. at his/her request, or without his/her request, the Superintendent may be placed on a leave of absence without pay.

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

The Superintendent may, upon request to the Board, 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/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/she is able to resume his/her duties, the Superintendent will return to active service.

The Superintendent may request a hearing before the Board on any action taken under this policy and has the same rights as are granted under State law.

The Board fixes the compensation of the Superintendent Pro Tempore in accordance with State law. He/She serves 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: October 11,2004)

## SUPERINTENDENT'S CONTRACT

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. A job description is presented, along with the contract, at the time of initial employment in the District. The Superintendent is required to sign both documents.

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. The period of time in which a 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.

If at any time, in the opinion of the majority of Board members, the Superintendent's services are considered unsatisfactory, he/she may be notified and may be given an opportunity to correct the deficiencies. Nothing in this policy shall prevent the Board from making the final determination regarding the renewal or nonrenewal of the Superintendent's contract.

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

[Adoption date: October 11, 2004]

LEGAL REFS.: ORC 3319.01; 3319.23

CROSS REFS.: BCD, Board-Superintendent Relationship (Also CBI)  
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

The Board evaluates the Superintendent's abilities and performance at least once annually. The evaluation includes consideration of performance in the following areas.

1. goals and objectives
2. Board communications
3. community relations
4. staff relations
5. program content and effectiveness
6. physical plant
7. finance and control

The evaluation emphasizes identifying and building on strong performance areas and improving performance where warranted.

Criteria for the evaluation of the Superintendent are based upon the Superintendent's job description and relate directly to each of the tasks described. The job description and any revisions thereto are developed in consultation with the Superintendent, signed by the Superintendent and Board President and adopted by the Board.

The evaluation of the Superintendent's abilities and performance is 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.

[Adoption date: October 11, 2004]

LEGAL REF.: ORC 3319.01

CROSS REFS.: AF, Commitment to Accomplishment  
AFC-2, Evaluation of Administrative Staff (Also GCN-2)  
BDC, Executive Sessions  
CBA, Qualifications and Duties of the Superintendent  
CBC, Superintendent's Contract

## BOARD-SUPERINTENDENT RELATIONSHIP

The enactment of policies, consistent with long-term goals, is the most important function of a board and 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 District within the Board's policies and frees the Board to devote its time to policy-making and appraisal functions.

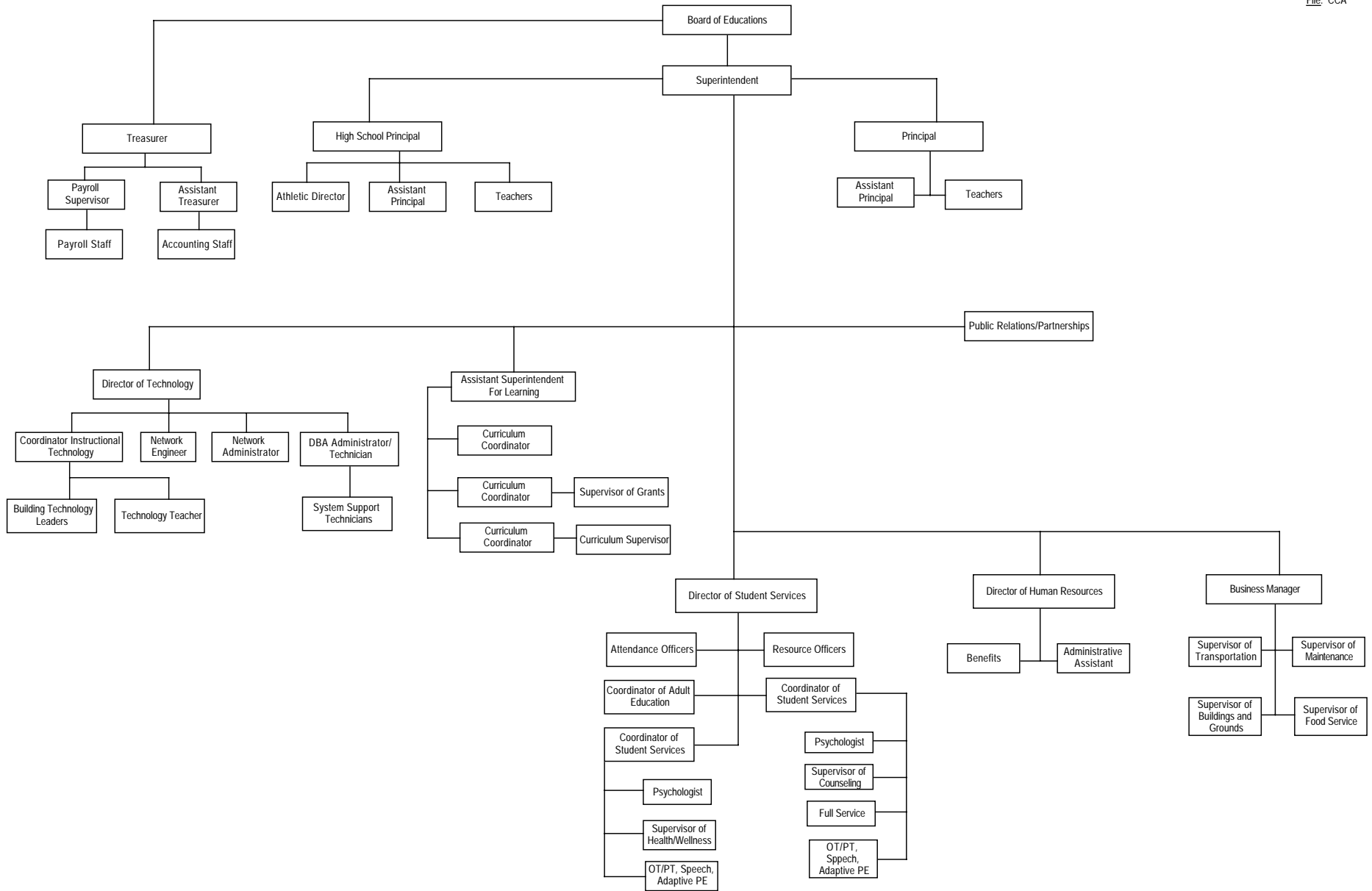
The Board holds the Superintendent responsible for the administration of its policies, the execution of Board decisions, the operation of the internal machinery designed to serve the District program and keeping the Board informed about District operations and problems.

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

1. gives the Superintendent full administrative authority for properly discharging his/her professional duties, holding him/her responsible for acceptable results;
2. acts in matters of employment or dismissal of personnel after receiving the recommendations of the Superintendent;
3. refers all complaints to the Superintendent for appropriate investigation and action;
4. strives to provide adequate safeguards for the Superintendent and other staff members so that they can discharge their duties on a thoroughly professional basis and
5. presents personal criticisms of any employee directly to the Superintendent.

[Adoption date: October 11, 2004]

CROSS REFS.: AFB, Evaluation of the Superintendent (Also CBG)  
BDC, Executive Sessions  
CBA, Qualifications and Duties of the Superintendent  
CBC, Superintendent's Contract



[Adoption date: October 11, 2004]

CROSS REF.: CCB, Staff Relations and Lines of Authority

[Adoption date: October 11, 2004]

CROSS REF.: CCB, Staff Relations and Lines of Authority

## STAFF RELATIONS AND LINES OF AUTHORITY

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

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

Personnel are expected to refer matters requiring administrative action to the administrator to whom they are responsible. The administrator refers such matters to the next higher administrative authority when necessary. 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: October 11, 2004]

CROSS REFS.: ABB, Staff Involvement in Decision Making (Also GBB)  
ACAA, Sexual Harassment  
BG, Board-Staff Communications (Also GBD)  
CCA, Organizational Chart  
CD, Management Team  
KL, Public Complaints  
KLB, Public Complaints About the Curriculum or Instructional Materials

## MANAGEMENT TEAM

The Board endorses the management team concept for the District.

The management team of the District consists of two groups.

### Policy Team

The Board, Superintendent and Treasurer comprise the team. Primary responsibilities of this team are 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 under the direction of the Superintendent. This team is 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 that exists among various components of the total organization and promotes a team effort in the 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. This process encourages responsible decision making.

[Adoption date: October 11, 2004]

CROSS REFS.: CCA, Organizational Chart  
CCB, Staff Relations and Lines of Authority  
CE, Administrative Councils, Cabinets and Committees

## ADMINISTRATIVE COUNCILS, CABINETS AND COMMITTEES

The Superintendent may establish such permanent or temporary councils, cabinets and committees as 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 are 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 are defined by the Superintendent and may be changed at his/her discretion.

Such councils, cabinets and committees need not meet the requirements of the Sunshine Law.

[Adoption date: October 11, 2004]

CROSS REFS.: BF, Board Policy Development and Adoption  
CD, Management Team

## POLICY IMPLEMENTATION

The Superintendent is responsible for carrying out, through regulations, the policies established by the Board. It is expected that all Board employees and students 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 establish procedures for conducting activities in their individual schools within the larger framework of District regulations and Board policies.

[Adoption date: October 11, 2004]

LEGAL REFS.: ORC 3313.17; 3313.20; 3313.47

CROSS REFS.: CHA, Development of Regulations  
CHB, Board Review of Regulations (Also BFCA)  
CHC, Regulations Dissemination

## DEVELOPMENT OF REGULATIONS

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

The Board itself formulates and adopts regulations only when required by law, or when the Superintendent recommends Board adoption in light of strong community attitudes and/or potential staff reaction.

[Adoption date: October 11, 2004]

LEGAL REFS.: ORC 3313.17; 3313.47

CROSS REF.: CH, Policy Implementation

## BOARD REVIEW OF REGULATIONS

The Board reviews regulations developed by the administration to implement policy. The Board revises or nullifies such regulations only when they are inconsistent with policies adopted by the Board or when they are not in the best interest of the District.

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

[Adoption date: October 11, 2004]

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 are appropriately coded and included in the policy manual, which is available in the Board offices and in each school building.

The Superintendent devises 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: October 11, 2004]

LEGAL REFS.: ORC 3313.17; 3313.47

CROSS REF.: CH, Policy Implementation

## APPROVAL OF HANDBOOKS AND DIRECTIVES

In order that pertinent Board policies, regulations and school rules are known by all staff members and students affected by them, administrators are granted authority to issue staff and student handbooks as necessary. Handbooks are distributed to students at the beginning of each school year and it is the responsibility of the students to review and become familiar with all policies and rules contained in the handbook.

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. Student handbooks should be consistent by both grade and building level. Administrators at all levels should review handbooks for consistency. The Board approves all handbooks prior to publication.

The Board reviews and approves the handbooks in order that the contents are accorded the legal status of Board-approved policy and regulations.

[Adoption date: October 11, 2004]

LEGAL REF.: ORC 3313.20

CROSS REFS.: Staff Handbooks  
Student Handbooks

## ADMINISTRATION IN POLICY ABSENCE

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

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

[Adoption date: October 11, 2004]

LEGAL REFS.: ORC 3313.18; 3313.20

CROSS REF.: BF, Board Policy Development and Adoption