

CONCEPTS AND ROLES IN ADMINISTRATION

2000

2100	Administrative Staff Organization	03-14-1991
2121	Superintendent's Cabinet	03-14-1991
2200	Administrative Operations	03-14-1991
2210	Administrative Leeway in Absence of Board Policy	03-14-1991
2220	Representative and Deliberate Groups	03-14-1991
2230	Control and Communications, Channels and Systems	03-14-1991
2231	Policy and Regulation Systems	03-14-1991
2410	Evaluation of Administrators and Administration	03-14-1991
2420	Line of Responsibility and Appeal	03-14-1991

Administrative Staff Organization**2100**

The Superintendent shall organize the staff of the school system to achieve its purposes. The Superintendent shall be the executive responsible to the Board of Education and shall identify lines of primary responsibility for all employees.

The Superintendent of Schools, the Instructional Supervisor and other central office staff, elected, appointed or employed will be paid by the seven Boards of Education. The seven Boards of Education are Canaan, Cornwall, Kent, North Canaan, Salisbury, Sharon and Regional School District Number One.

1. Executive Responsibilities – Act as executive agent of the law, administer schools in conformity with Board policy and state law; perform the duties required by the Board and report to them on the execution of these policies. Act as professional leader of the school system, initiating action, informing Boards, coordinating work of the schools, making continuous study of legislation, reporting to the Boards concerning operation and recommended changes within the schools.
2. Policy Making – Advise Boards on matters of policy; raise questions that require policy statements; recommend policies for adoption; develop administration rules to carry out Board policies; recommend revisions and develop procedures for staff participation in policy making.
3. Instructional Program – Make recommendations concerning scope of educational program; formulate with staff courses of study; submit materials, recommend and develop ways for evaluating effectiveness of school program; develop in-service and professional growth for staff; supervise instruction of pupils, recommend school calendar.
4. Personnel – Recommend desirable qualifications for professional and non-professional personnel; search, receive and evaluate applications and nominate candidates for employment; execute contracts with staff members; recommend policies concerning employment, dismissal, assignment of personnel; recommend staff promotion, demotion, dismissal; evaluate tenure and non-tenure teachers; secure and assign substitute personnel, including specialized specific duties.
5. Finance – Develop budget, recommend to Board; present long-range financial needs; present and interpret the budget report to the Board, recommend transfers; make purchases of supplies and equipment; prepare specifications, receive bids on materials, construction and repairs; examine and verify bills for payment; develop and direct program of financial accounting.
6. School Plant – Make continuous studies of school plant needs; recommend plant expansion; develop educational specifications for new buildings including, plans, school sites and desirable areas; develop a program of plant management and the administration of this program; and provide for community use.
7. Pupil Personnel – Recommend and develop program of pupil services for exceptional children, supervise pupil enumeration; develop discipline policy, procedures for attendance, suspension and expulsion; study transportation needs, plan routes; develop school lunch program; administer standardized testing procedures; issue working papers; arrange for physical examinations of pupils including eye sight and physical deficiencies, notify parents of defects and report to State Department of Education; develop a

Administrative Staff Organization**2100**

supervised system of pupil records, report process to parents, and maintain vocational and educational records.

8. Meetings – Attend and participate in Board meetings, assist with taking of minutes, prepare agenda, and make reports and recommendations on agenda items.
9. Public Relations – Make annual report of school progress and needs; investigate complaints; arrange for publication of agenda and meeting dates; prepare publications for students, parents and the public concerning matters of public interest such as school progress, problems and needs.

The Superintendent may delegate to other employees of the Board the exercise of any powers and the discharge of any duties imposed upon the Superintendent by these rules or by vote of the Board. The delegation of power or duty, however, will not relieve the Superintendent of responsibility for the action taken under such delegation regarding Superintendent's duties as outlined above.

The Superintendent will write and submit to the Board, following the close of each school year, a brief summary report concerning the activities of the school system during that year. The report will be designed to bring to the Board's attention:

- a) Problems which the Board itself, as distinct from the administrative staff, may be called upon to solve.
- b) Change in practices or in accomplishments which are significant enough to be worth the Board's consideration.
- c) Statistical summaries relevant to the Board's need for information and record. These will not include the financial reports which are the responsibility of the Board Treasurer.

The Superintendent may hold such meetings of teachers and other employees as he/she deems necessary, within the provisions of existing contracts.

The election of a teacher shall be valid only if made on the nomination of the Superintendent. The Board, in its discretion, may reject any nomination made by the Superintendent. In the case of such rejection, it shall become the duty of the Superintendent to make another nomination as soon as practicable. Section 10-151 G.S.

The Superintendent shall report to the Board the case of an employee whose service is unsatisfactory and recommend to the Board what he/she deems to be appropriate action. Section 10-151 G.S.

The Superintendent of Schools is empowered to accept professional staff resignations on behalf of the Regional School Board and will inform the Board of the circumstances of each case and of any action at its next following regular meeting.

Superintendent's Cabinet**2121**

The Board of Education, functioning individually or in cooperation with other boards in the district, may appoint such assistants to the Superintendent as it deems necessary. The duties of such assistant(s) will be outlined in writing prior to employment. The appointment of such employee(s) will be made by the Board upon nomination by the Superintendent and the assistant(s) will be responsible to the Superintendent and, through him/her, to the Board.

Assistant Superintendent of Schools – The Assistant Superintendent serves as a member of the central office administrative staff, participates in general planning and decision making for the region, carries out additional duties delegated by the Superintendent, and acts for or as the Superintendent, when so required.

Director of Instruction – The Director of Instruction is responsible for the development and implementation of all instructional programs in the district. These responsibilities cover all grade levels through high school and all subject areas. An integral part of these responsibilities is to evaluate curricula effectiveness in a multitude of ways so that the district is always aware of the level of success of all pupils. From that evaluation process, recommendations on curricula changes should be forthcoming.

Director of Pupil Services – The Director of Pupil Services is responsible for directing the activities of all of the areas of psychological services, speech, health, and gifted and talented. In addition, the director is expected to identify any needs for additional services and to keep the Superintendent and public informed of existing programs and developments.

Special Education Supervisor – The Special Education Supervisor shall assist the special education programs within all schools of Region #1 and shall assist in developing, coordinating and monitoring the educational programs for special needs programs.

Secondary School Principal – The Principal assumes the responsibility of administering and leading a complete secondary unit within the policy framework developed by the Board of Education and the Superintendent of Schools; works as a team member with other administrative personnel of the school system in the development of administrative practices and regulations; is directly responsible to the Superintendent of Schools or designated agent; supervises and assumes responsibility for the completion of administrative details required to maintain an efficient operational pattern for the school system.

Secondary School Assistant Principal – Under the supervision of the secondary school principal, the Assistant Principal shall share the responsibility for the supervision and direction of the pupils, programs and personnel of the school. And shall assume all of the responsibilities of the Principal during the absence of the Principal.

CONCEPTS AND ROLES IN ADMINISTRATION

2000

Administrative Operations

2200

The Board of Education shall employ its principal(s) upon nomination by the Superintendent of Schools.

Administrative Leeway in Absence of Board Policy

2210

In the absence of policy guidelines for administrative action and situations requiring action arising in the schools, the Superintendent may act on his/her own initiative, subject to Board review.

Within a reasonable time after receiving reports from such outside agents as the auditor, fire department and health officer, the Superintendent will inform the Board of the action taken upon the recommendations made in such reports.

Representative and Deliberate Groups

2220

The Board of Education encourages the Superintendent and administrative staff to create and maintain appropriate groups such as councils, cabinets and committees to: (1) foster good communications with the staff, students and public, (2) allow staff, students and the public a voice in decisions affecting them, (3) establish effective channels of communication for the public, the students and the district staff.

Control and Communications, Channels and Systems

2230

Annually, the principal shall inform all employees within his/her jurisdiction, of the Board policies and administrative rules and regulations governing employee conduct.

Policy and Regulation Systems

2231

The Superintendent shall establish and maintain an orderly plan for implementing policies and bylaws adopted by the Board, and the regulations of the administration.

Policies are adopted by the Board of Education and serve as guides to the administration in the development and implementation of regulations for operating the district. The Superintendent shall recommend to the Board areas requiring policy adoption or change.

Bylaws are the rules governing internal operations of the Board of Education. When need for a new bylaw, or modification of an existing bylaw is recognized, the Board will consider it for adoption.

Evaluation of Administrators and Administration**Administrative Organization****2410**

The Superintendent in administering this policy will be guided by the knowledge that the Board values the most open possible interchange of ideas outside the established framework of direct responsibility. Nothing provided herein will be interpreted as intended to interrupt the free and open flow of ideas and assistance among personnel at every level.

General Operation – The following principles will govern the administrative operation of the school system:

1. Each school will be encouraged and will be free to work out specific educational programs most appropriate for the students attending that school.
2. The Superintendent-Supervisor team will have specific responsibility for overseeing the pattern and sequence of educational experiences provided for children from Kindergarten through grade 12.
3. Responsibility and chain of communication from students, through teachers, principals and the Superintendent, to the school Board.
4. Each member of the staff will be told who holds responsibility and for what functions.
5. Whenever possible, each member of the staff will be made responsible to only one immediate supervisor for any one function.
6. Each staff member will be instructed regarding assistance in working out their own functions in the school programs.

Line of Responsibility and Appeal**2420**

Each employee in the district will be responsible to the Board through the Superintendent.

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

Administrative officers will refer such matters to the next higher authority, when necessary.

All employees will 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 of Education.