

ADMINISTRATION

Series 2000 contains policies, regulations and exhibits on school district management and administrative organization. It includes concepts and roles; organization chart and lines of responsibility; Superintendent's contract, responsibilities, duties, and evaluation; representative and deliberative groups.

	<u>CODE</u>	<u>BP/</u> <u>AR</u>
Concepts and Roles	2000	BP
Administrative Staff Organization	2100	BP
Superintendent of Schools	2120	BP
Superintendent's Contract	2121	BP
Superintendent of Schools: Responsibility and Duties	2122	BP
	2122	E
Evaluation of the Superintendent	2123	BP
	2123	E
Administrative Operations		
Administrative Leeway in Absence of Governing Board Policy	2210	BP
Representative and Deliberative Groups.....	2230	BP
	2230	AR

ABC UNIFIED SCHOOL DISTRICT
Board Policy

ADMINISTRATION

CONCEPTS AND ROLES

The Governing Board expects the administration to promote the creation of the best possible educational program and to maintain an environment conducive to learning. The Superintendent shall provide the vision and educational leadership in this effort and shall give top priority to meeting the needs of all students and actively helping teachers raise academic achievement.

The Superintendent or designee shall develop decisionmaking processes which are responsive to the school community and to the specific needs of individual students. He/she shall provide means by which staff, students and parents/guardians at each school may participate in decisions related to school improvement and matters which the Board identifies as appropriately managed at the school site level. The administration shall provide professional advice to the Board and to citizen advisory committees.

(cf. 1220 - Citizen Advisory Committees)
(cf. 2230 - Representative & Deliberative Groups)

Within the parameters of law, the Board may employ administrative and supervisory personnel to assist in the effective management of the district. All schools and departments shall form a single administrative system organized so that appropriate decision-making may take place at various levels in accordance with Board policy and administrative regulations. The Board expects the Superintendent to recognize, develop and use the leadership abilities of staff.

The Board desires to give all administrators the authority they need in order to carry out their assigned responsibilities. The Board shall clearly state what it expects of the Superintendent and shall evaluate him/her on how well those expectations have been met. In turn, the Superintendent or designee shall clearly state what is expected of all other administrators and shall evaluate how well those expectations have been met.

(cf. 4300 - Management, Supervisory and Confidential Personnel)
(cf. 4315 - Evaluation/Supervision)

Legal Reference:

EDUCATION CODE

35020 Duties of employees fixed by governing board
 35028 Qualifications for employment
 35031 Term of employment
 35160 Authority of governing boards
 35160.1 Broad authority of school districts
 35161 Powers and duties generally
 41401-41407 Teaching and nonteaching certificated employee ratio

**ABC UNIFIED SCHOOL DISTRICT
Board Policy**

ADMINISTRATION

ADMINISTRATIVE STAFF ORGANIZATION

The Superintendent shall organize the administrative staff in a manner which best enables the district to provide an effective program of instruction.

(cf. 2230 - Representative and Deliberative Groups)

Authority originates with the publicly elected Governing Board. Through the Superintendent, authority and responsibility are delegated to the administrators and staff.

The Superintendent or designee may adjust staff responsibilities temporarily or permanently to accommodate the workload and/or individual capabilities.

**ABC UNIFIED SCHOOL DISTRICT
Board Policy****ADMINISTRATION****ORGANIZATION CHART/LINES OF RESPONSIBILITY**

The Superintendent shall maintain a current district organization chart approved by the Governing Board. The organization chart shall clearly designate lines of primary responsibility and the relationships between all district positions.

The organization chart should clarify working relationships and functions. It is not intended to indicate all the lines of communication and cooperation which must exist to create successful and effective schools.

The Superintendent or designee shall insure that all personnel understand to whom they are responsible and for what functions. Lines of responsibility should in no way prevent staff members at all levels from cooperating to develop the best possible school programs and services.

(cf. 2120 - Superintendent of Schools)

(cf. 2210 - Administrative Leeway in Absence of Governing Board Policy)

(cf. 4144 - Complaints)

*Legal Reference:***EDUCATION CODE**

35010 Control of district; prescription and enforcement of rules

35020 Duties of employees fixed by governing board

35035 Powers and duties of superintendent

35160 Authority of governing boards

35160.1 Broad authority of school districts

ABC UNIFIED SCHOOL DISTRICT Board Policy

ADMINISTRATION

SUPERINTENDENT OF SCHOOLS

The Superintendent is the chief executive officer and educational leader of the district. He/she executes all Governing Board decisions and is accountable to the Board for managing the schools in accordance with the Board's policies. He/she informs the Board about school programs, practices and problems and offers professional advice on items requiring Board action, with appropriate recommendations based on thorough study and analysis.

The Board delegates to the Superintendent the power to make decisions concerning internal operations of the district. The Superintendent may delegate to other school staff any duties imposed upon him/her by the policies or vote of the Board, as far as the law permits. This delegation of power or duty shall not relieve the Superintendent of responsibility for actions taken by his/her designees.

The Superintendent shall have general supervision of all personnel and shall develop and execute consistent, fair and fiscally sound personnel procedures and practices, including an evaluation program for all district employees. He/she shall oversee all financial operations of the district and actively seek out new funding sources for the schools.

The Superintendent shall take an active leadership role in the development and improvement of the instructional program. He/she is expected to create a feeling of unity and enthusiasm among students and staff for the accomplishment of district goals.

The Superintendent shall articulate educational issues and values before the community and other governmental agencies. He/she shall be accessible to community members and shall work with them to further the district's goals and build a strong, positive community attitude toward the school system.

The Board expects the Superintendent to remain current on educational thought and practices by reading educational publications, attending educational conferences, and visiting other school systems in the interest of improving the district's instructional program and overall operation. The Superintendent shall inform the Board and staff of new developments and significant events in the field of education.

(cf. 2122 - Superintendent of Schools: Responsibilities and Duties)

EDUCATION CODE

17604 Delegation of powers to agents; liability of agents

17605 Delegation of authority to purchase supplies, equipment and services; limitations on expenditure

35020 Duties of employees fixed by governing board

35026 Employment of district superintendent by certain districts

35028 Qualifications for employment

35029 Waiver of credential requirement

35031 Term of employment (up to four years)

35032 Salary increases

35033 District superintendent for certain unified school districts (on formation of district)

35034 District superintendent of certain unified districts

35035 Additional powers and duties of superintendent

SUPERINTENDENT OF SCHOOLS (continued)

Legal Reference:

EDUCATION CODE

17604 Delegation of powers to agents; liability of agents

17605 Delegation of authority to purchase supplies, equipment and services; limitations on expenditure

35020 Duties of employees fixed by governing board

35026 Employment of district superintendent by certain districts

35028 Qualifications for employment

35029 Waiver of credential requirement

35031 Term of employment (up to four years)

35032 Salary increases

35033 District superintendent for certain unified school districts (on formation of district)

35034 District superintendent of certain unified districts

35035 Additional powers and duties of superintendent

**ABC UNIFIED SCHOOL DISTRICT
Board Policy****ADMINISTRATION****SUPERINTENDENT'S CONTRACT**

The Governing Board recognizes the need to attract and maintain outstanding personnel. The Board also has the responsibility to protect the district from potentially adverse financial and legal obligations. Before approving an employment contract, the Board shall obtain legal advice on the contract provisions and shall carefully consider the long-range financial and legal implications of the contract.

The Superintendent's contract shall be ratified by the Board in open session and shall limit the maximum cash settlement for terminating the contract in accordance with law.

If the Board terminates the Superintendent's contract upon its belief and subsequent confirmation pursuant to an independent audit that the Superintendent has engaged in fraud, misappropriation of funds, or other illegal practices, the maximum settlement shall be within the limits prescribed by law, as determined by an administrative law judge. (Government Code 53260)

(cf. 1340 - Access to District Records)
(cf. 4117.5 - Termination Agreements)

Subsequent to a satisfactory evaluation of the Superintendent's performance, the Board may extend the term of the contract. The contract may be extended only by Board action.

(cf. 2123 - Evaluation)

The Board shall notify the Superintendent of its intention not to renew his/her contract in accordance with time requirements specified in law and the existing contract, if applicable.

*Legal Reference:*EDUCATION CODE*35031 Term of employment*GOVERNMENT CODE*53260-53264 Employment Contracts*

Policy

approved: 8.18.98

revised: 2.3.09

**ABC UNIFIED SCHOOL DISTRICT
Board Policy**

ADMINISTRATION

SUPERINTENDENT OF SCHOOLS: RESPONSIBILITIES AND DUTIES

The Superintendent is expected to work for the fulfillment of district goals and objectives established by the Governing Board. His/her responsibilities and duties shall be specified in contract and further detailed throughout the Board's policies.

The duties of the Superintendent's office shall take precedence over any outside professional activities.

(cf. 2120 - Superintendent of Schools)
(cf. 2123 - Evaluation of the Superintendent)
(cf. 9270 - Conflict of Interest)

Legal Reference:

EDUCATION CODE

17604 Delegation of powers to agents

17605 Delegation of authority to purchase supplies, equipment and services

35020 Duties of employees set by governing board

35026 Employment of district superintendent by certain districts

35028 Qualifications for employment

35029 Waiver of certification requirement

35035 Additional powers and duties of superintendent

48900 Authority of superintendent to recommend suspension or expulsion

GOVERNMENT CODE

89501-89503 Honoraria and gifts

**ABC UNIFIED SCHOOL DISTRICT
EXHIBIT****ADMINISTRATION****SUPERINTENDENT OF SCHOOLS: RESPONSIBILITIES AND DUTIES**

The Superintendent is the chief executive officer of the school district and is directly responsible to the Governing Board. He/she supervises all district operations in accordance with Board policies and Board direction. Although the Superintendent may delegate appropriate powers and duties so that operational decisions can be made at various administrative levels, he/she is accountable for the execution of these powers and duties.

Responsibilities Related to the Board

The Superintendent:

1. Advises the Board on the need for new and/or revised policies and makes policy recommendations based on data and input from staff and advisory committees.
2. Submits to the Board recommendations relative to all matters requiring Board action, together with the materials needed for informed decisions.
3. Reports periodically on all district operations.
4. Conducts special studies requested by the Board.
5. Secures legal opinions when needed.
6. Provides advice and leadership to the Board and to the district's chief negotiator during the collective bargaining process.
7. As secretary to the Board, prepares the agenda and minutes of Board meetings, handles Board correspondence, and maintains all Board records, contracts, securities and other documents.
8. Assists the Board in designing a process for evaluating Superintendent performance based on mutually agreed upon goals and objectives.

Responsibilities Related to Personnel

The Superintendent:

1. Coordinates the work of all schools and departments.
2. Defines the duties of all personnel and coordinates administrative staff activities.
3. Selects and recommends to the Board candidates for employment, in accordance with nondiscrimination policy and affirmative action plans.
4. Advises the Board regarding the leave, classification, retirement, resignation, promotion, suspension or dismissal of district employees.
5. Assigns personnel within the district in accordance with Board policy and the collective bargaining agreement.
6. Promotes a positive work environment.

SUPERINTENDENT OF SCHOOLS: RESPONSIBILITIES AND DUTIES

7. Ensures that each staff member is evaluated and identifies appropriate opportunities for continued professional development.
8. Maintains appropriate channels of two-way communication within the district.
9. Ensures that staff is informed about relevant federal, state, and county laws; district policies, regulations and procedures; and matters related to the improvement and welfare of the schools.
10. Anticipates, manages and resolves conflict.
11. Serves as liaison between the Board and staff.

Responsibilities Related to Students and the Instructional Program

The Superintendent:

1. Enforces compulsory attendance laws.
2. Provides the Board with regular evaluations of district programs and student progress.
3. Together with staff, studies the curriculum and makes recommendations to the Board regarding the courses of study, major changes in texts and time schedules, and promising programs.
4. Apprises the Board of contemporary educational practices and related legislative issues which he/she discovers by reading, attending professional conferences, and visiting other school systems.
5. Ensures that there is a continuous focus on student growth and learning.
6. Ensures equitable administration of student discipline policies. Under appropriate circumstances, recommends to the Board a student's suspension or expulsion.
7. Works with staff, the Board and the community in planning and implementing support services for students.

Responsibilities Related to Noninstructional Operations

The Superintendent:

1. Seeks and identifies sources of income and funding.
2. Maintains and updates adequate enrollment and scholastic records, business and property records, and personnel records.
3. Submits to the Board periodic financial and budgetary reports which identify the district's outstanding obligations.
4. Annually prepares and submits to the Board the district budget for the upcoming year; revises this budget or takes other related action as the Board designates.
5. Approves all expenditures in accordance with Board policy and within Board-approved appropriation limits.
6. Makes recommendations to the Board regarding the maintenance, safety, improvement and/or expansion of school facilities, sites, equipment, and transportation services.

SUPERINTENDENT OF SCHOOLS: RESPONSIBILITIES AND DUTIES

7. Develops regulations and procedures for the management of school operations and the use and care of school properties.
8. Monitors district property, casualty and workers' compensation loss experience to ensure that appropriate risk management and loss control strategies are employed.

Responsibilities Related to the Community

The Superintendent:

1. Serves as a spokesperson as assigned in relationships with city, county and state governments, private agencies, and the school community.
2. Keeps the community informed about school matters; promotes community support and involvement with the schools.
3. Participates in appropriate community organizations and functions.
4. Hears complaints against the schools and resolves controversies.

**ABC UNIFIED SCHOOL DISTRICT
Board Policy****ADMINISTRATION****EVALUATION OF SUPERINTENDENT**

The Governing Board believes that an annual evaluation of the Superintendent's performance serves to measure the district's progress toward established goals and objectives and strengthens working relationships between the Superintendent and the Board. Evaluations should provide commendations in areas of strength and recommendations for improving effectiveness, thus clarifying the Superintendent's role and giving the Board and Superintendent an opportunity to jointly identify priorities among the Superintendent's many responsibilities. Evaluations also should help the Board to set reasonable criteria for salary increases and/or contract extension.

Performance Objectives

The Board and Superintendent shall annually agree upon a limited number of objectives which shall be used to evaluate the Superintendent's performance. These objectives shall reflect established goals and needs of the district with regard to the educational program, personnel, operations, management, community relations, Board-Superintendent relations, and professional leadership. For each objective, the Board and Superintendent shall identify in writing the activities to be performed, expected results and timelines, and resources or constraints which may affect achievement.

(cf. 2122 - Superintendent of Schools: Responsibilities and Duties)

Evaluation Process

1. The Board of Education shall evaluate the performance of the district superintendent against standards agreed to by the evaluatee and his/her evaluators. The primary purpose of the evaluation will be to effect improvement in administrative leadership.
2. The superintendent shall know the standards against which he/she will be evaluated, and he/she shall be involved in the development of the standards.
3. Evaluation shall be at a scheduled time and place, at a closed session with all board members present, unless, the Board has, in a previous Board meeting, adopted a Resolution relating to Board Bylaw 9250 (a) and/or Education Code 34120 (c) covering Board member absences deemed acceptable by the Board; and/or Government Code Section 1064 and AB 3015 covering cases of military deployment by a board member (s).
4. The evaluation shall be a composite based upon each board member's assessment of the achievement of the goals established for the year and personal observations of the performance of the superintendent. The board as a whole will meet with the superintendent to discuss the composite evaluation with him/her.
5. The evaluation shall include discussion of strengths as well as areas requiring improvement.
6. The evaluation shall be conducted annually during the month of July or on a mutually determined date selected by the board president and superintendent. Additional evaluations may be planned at any time during the school year at the request of either the superintendent or the board.

EVALUATION OF SUPERINTENDENT

7. Both parties shall prepare for the evaluation – the superintendent by conducting a rigorous self-evaluation; the board by examining various sources of information relating to the superintendent’s performance.
8. In its evaluation the board is not necessarily limited to the discussion of the achievement of goals or to those items which appear on the evaluation form, since no form or set of goals, in themselves, can encompass the totality of the superintendent’s responsibilities.
9. Each judgment shall be supported by as much rationale and objective evidence as possible. One board member’s opinion shall not be the sole basis for judgment on an appraisal item.
10. The evaluation summary agreed to by the board and the superintendent shall be signed by the board members participating in the evaluation and the superintendent each year at the first meeting in August or on a mutually determined date selected by the board president and superintendent.
11. When the superintendent has received composite profiles from the board, he/she will then formulate a series of goals and performance objectives for the ensuing year.

(cf. 9321 - Closed Session Purposes and Agendas)

The Superintendent and Board president shall examine dates specified in the Superintendent's contract and shall establish an appropriate schedule for the annual evaluation process and annual setting of performance objectives.

(cf. 2121 - Superintendent's Contract)

Additional evaluations may be arranged at any time during the year at the request of either the Board or the Superintendent.

Legal Reference:

EDUCATION CODE

44660-44665 Evaluation and assessment of performance

GOVERNMENT CODE

54957 Closed session for personnel matters

Policy
approved: 11.15.88
revised: 8.18.98
revised: 2.17.09

**ABC UNIFIED SCHOOL DISTRICT
Exhibit**

ADMINISTRATION

EVALUATION OF SUPERINTENDENT: PERFORMANCE OBJECTIVES

Relations with the Board

The Superintendent:

1. Manages the district in accordance with Governing Board policy.
2. Informs the Board about the operations of the schools.
3. Offers the Board professional advice, based on thorough study and analysis, regarding needed policy decisions and other items requiring Board action.
4. Provides Board members with timely agendas and with the information and reports they need in order to make informed decisions.

Personnel

The Superintendent:

1. Maintains an active program of personnel recruitment and selection to provide a competent, well-balanced staff.
2. Provides a selection process which identifies the best candidate in accordance with the district's nondiscrimination policy and which includes a thorough check of references.
3. Ensures the systematic evaluation of all employees and provides advice and a reasonable opportunity for improvement to all who receive an unsatisfactory evaluation.
4. Organizes the staff so that appropriate decision making may take place at various levels.
5. Holds regular meetings with the administrative staff and provides means for two-way communication with all staff members.
6. Informs the staff regarding district policies/regulations.
7. Provides a program for continuing growth and professional development of teachers and principals; periodically reviews and reorganizes staff duties and/or responsibilities as necessary to take full advantage of the staff's special competencies.
8. Ensures that a satisfactory process exists for hearing employees' complaints and taking subsequent action.
9. Has the confidence and respect of the staff and makes himself/herself available to the staff within reasonable limitations.
10. Encourages team spirit, research and creativity among employees.

**EVALUATION OF SUPERINTENDENT:
PERFORMANCE OBJECTIVES (continued)**

Instructional Program

The Superintendent:

1. Provides for the continuous appraisal of the instructional program.
2. Actively promotes improvement of the curriculum and instructional materials; ensures that the staff and community are involved in this effort.
3. Promotes efforts to improve the quality of teaching.
4. Investigates current educational practices and initiates innovation.

Noninstructional Operations

The Superintendent:

1. Ensures that district records are maintained in accordance with law.
2. Provides for a safe school environment.
3. Develops long-range plans for new sites and facilities or for the closure of existing sites where needed.
4. Provides a program of preventive maintenance for school facilities.
5. Ensures that district business functions are efficiently managed by qualified personnel.
6. Ensures that the budget is planned in terms of educational priorities and that it provides for the improvement of the educational program.
7. Seeks out new funding sources for the schools.

Community Relations

The Superintendent:

1. Provides direction and support for effective school site processes involving the community, including the development of school accountability report cards.
2. Provides for communication between the district and schools and the community; speaks on behalf of the schools before community groups and governmental agencies.
3. Cooperates with diverse community members and agencies to further district goals.
4. Seeks out opportunities to collaborate in providing support services for students.

**ABC UNIFIED SCHOOL DISTRICT
Board Policy**

ADMINISTRATION

ADMINISTRATIVE LEEWAY IN ABSENCE OF GOVERNING BOARD POLICY

The Superintendent shall have the power to act in cases where action must be taken and where the Governing Board has not provided guidelines for administrative action. The Board shall review the Superintendent's decision at the next regular Board meeting.

It shall be the duty of the Superintendent to keep the Board president apprised of any action taken in emergency situations as soon as practicable after its occurrence and certainly prior to the Board's next regular meeting. The president shall use his/her discretion in informing the Board before its next regular meeting. If the action necessitates addition or revision of policies, the Superintendent shall make the necessary recommendations to the Board.

(cf. 9320 - Meetings and Notices)

Legal Reference:

EDUCATION CODE

35035 Powers and duties of superintendent

**ABC UNIFIED SCHOOL DISTRICT
Board Policy**

ADMINISTRATION

REPRESENTATIVE & DELIBERATIVE GROUPS

The Superintendent or designee may establish a management team, administrative councils, task forces, cabinets, or committees as needed to properly administer Board policies, improve the educational program and assist in district communication. The membership, composition, and responsibilities of these advisory groups shall be defined by the Superintendent or designee and may be changed at his/her discretion. Advisory groups shall channel their advice and recommendations through the Superintendent to the Governing Board.

Expenses incurred for consulting services, materials and travel may be paid from the district's general operating funds only when within budgetary allotments and approved by the Superintendent or designee in advance.

(cf. 1220 - Citizen Advisory Committees)

The Board encourages the Superintendent to use the management team concept in the administration of the district.

**ABC UNIFIED SCHOOL DISTRICT
Administrative Regulation**

ADMINISTRATION

REPRESENTATIVE AND DELIBERATIVE GROUPS

MANAGEMENT TEAM

The Superintendent may designate management, confidential positions, and others as members of the management team:

DEPUTY SUPERINTENDENT
CHIEF FINANCIAL OFFICER
ASSISTANT SUPERINTENDENTS
DIRECTORS
ASSISTANT DIRECTORS
PRINCIPALS
ASSISTANT PRINCIPALS
SUPERVISORS
INTERNAL AUDITOR
MANAGERS
COUNSELORS
COORDINATORS
DEAN
GUIDANCE ADMINISTRATOR
PSYCHOLOGISTS
PROJECT MANAGER/PLANNER
ADMINISTRATIVE SECRETARIES
ADMINISTRATIVE ASSISTANT
DIVISION ASSISTANT
EXECUTIVE ADMINISTRATIVE ASSISTANT

The management team is established to advise the Superintendent or designee for the purposes of:

1. Improving management activities through effective research on district problems.
2. Pooling technical knowledge.
3. Establishing a coordinated program for evaluating district operations and staff.
4. Improving communications among all district staff and with students, parents/guardians and the community.
5. Increasing staff commitment to district services.
6. Suggesting new or revised policies and regulations.