

Administration

Superintendent of Schools

The Superintendent of Schools, as Chief Executive Officer of the Board of Education, will have the following specific powers and duties:

Relationship with the Board

1. to serve as the Executive Officer for the Board and be charged with the responsibility for implementing the policies of the Board. He/she shall work with the Board Chairperson in planning the agenda for each meeting, shall attend all meetings and participate in all regular and special meetings of the Board and executive meetings of the Board at the Board's request;
2. to develop a harmonious and close working relationship with the Board. He/she shall treat all Board members impartially and alike, refraining from criticism of individual or group members of the Board. He/she shall go to the Board when serious differences of opinion arise in an earnest effort to resolve such differences immediately;
3. to serve as a resource person and advisor to the Board. He/she shall keep the Board informed on issues, needs, and operation of the school system. He/she shall offer advice to the Board based on thorough study and analysis, on items requiring Board action;
4. to provide a continuous appraisal of all school policies originating with the Board. He/she shall advise the Board on the need for new and/or revised policies and suggest draft policies to satisfy those needs;
5. the Superintendent shall be responsible to the Board as a whole and not to individual Board members.

Educational Direction and Leadership

6. to develop administrative principles and procedures for implementing Board policy. He/she shall ensure the enforcement of all provisions of law, rules and regulations, and Board policy relating to the management of the schools and other education, social and recreational activities. He/she shall interpret for the staff all Board policies and applicable laws, rules and regulations.
7. to understand and keep informed on all aspects of the instructional program at all levels. He/she shall have responsibility for the supervision of instruction and shall bring to the school, in a leadership capacity, the best in educational thought and practice. He/she shall,

on a continuing basis, review and update the educational program of the school, and keep the Board informed of all changes in curriculum;

8. to recommend to the Board for its adoption all courses of study, curriculum guides and textbooks to be used in the schools;
9. to encourage a positive approach to student behavior and discipline;
10. to determine the district's school calendar to meet state requirement and serve the needs of the educational program after consultation with the Board of Education.

Personnel

11. to develop and implement sound personnel practices, consistent with law, Board policy and collective bargaining agreements, including recruitment, hiring, assignment, supervision, evaluation, promotion, and discipline of all personnel. He/she shall develop procedures for the selection of staff members. He/she shall establish standards for teacher selection, and shall provide a framework for continuing in-service training of all professional staff members.
12. to recruit qualified, professional, civil service, and non-certified personnel. He/she may authorize the payment of part or all of the expenses of candidates for teaching positions if the candidates are asked to come to the district for visits or interviews;
13. to nominate employees for appointment, promotion, transfer or dismissal in accordance with the policies of the Board and the procedures outlined by the law. He/she shall make recommendations to the Board regarding salary and tenure of all employees. He/she may temporarily suspend any employee for cause and shall promptly report such suspension to the members of the Board. Unless otherwise determined by the Board, he/she is authorized to reemploy all employees upon the adoption by the Board of the budget for the following year.
14. to supervise and evaluate all staff members. He/she shall work for good morale and be impartial, firm and fair in dealing with staff.
15. to encourage in-service education and the professional growth of staff through conferences, workshops, group discussions, committee/individual studies and use of consultants;
16. to advise the Board, in conjunction with the Board-designated negotiator(s), in all collective bargaining matters;

Financial Management

17. to prepare and present to the Board a preliminary annual budget in accordance with a schedule established with the Board. He/she is responsible for ensuring that the budget, as

adopted by the Board and approved at the annual meeting, is properly administered. He/she shall ensure that regular reports are made to the Board on the status of the budget;

18. to establish efficient procedures to maximize income, safeguard investments and provide effective controls for all expenditures of school funds in accordance with the adopted budget. He/she shall ensure that all necessary bookkeeping and accounting records are maintained by the district.

Facilities Management

19. to supervise operations, maintenance, alterations and repair to buildings and grounds, insisting on competent and efficient performance;
20. to evaluate planned needs and recommend to the Board improvements, alterations and changes in the buildings and equipment of the district;

Community Relations

21. to supervise the public relations activities of the district. He/she shall keep the public informed about the policies, practices, and problems in the district's schools, and provide leadership in changing attitudes and practices for the future. He/she shall develop friendly and cooperative relationships with the news media.
22. to establish and maintain an effective working relationship with all segments of the community: parent-teacher organizations, local and state government, other school systems, institutions, agencies, civic organizations, and the general public. He/she shall solicit and give attention to problems and opinions of all groups and individuals.

Personal Qualities and Growth

23. to demonstrate outstanding qualities of leadership with ability to delegate authority and responsibility effectively and to hold subordinates accountable;
24. to exhibit good judgment, common sense and perception;
25. to exhibit the ability to face controversy, remain true to convictions and to live with a high-pressure job;
26. to speak well before large and small groups, expressing ideas in a logical and forthright manner;
27. to maintain professional development by reading and course work, attending conferences, working on professional committees, visiting other districts, and meeting with other Superintendents;

28. to coordinate and manage the district so that the school organization operates smoothly and efficiently. He/She must be able to coordinate the processes essential to achieving a smooth operation in all areas of the school district organization:
- **Planning:** determining needs, objectives and goals;
 - **Organization:** assigning roles, responsibilities and establishing lines of communication;
 - **Control:** ensuring that progress is being made toward priorities, disciplining, making necessary staff reallocations and changes and evaluations;
 - **Decision-making:** data-collecting, analyzing data and choosing appropriately from a variety of decision-making techniques;
 - **Problem-solving:** sensitivity to problems, formulating problem statements, and using a variety of problem solving techniques;
 - **Communication:** giving and receiving information effectively both orally and in writing, facilitating the exchange of information, views and opinions; and
29. to perform such other duties as the majority of the Board may determine.

Legal Reference: Connecticut General Statutes
10-157 Superintendents. Relationship to local or regional board of education; verification of certification status; waiver of certification; written contract of employment; evaluation of superintendent by board.