

**CONCEPTS AND ROLES**

The School 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 them achieve high standards.

The Board may employ administrative and supervisory personnel to assist in the effective management of the district. The Board expects the Superintendent to recognize, develop and use the leadership abilities of staff.

The Superintendent or designee shall develop decision-making processes which are responsive to the school community and to the specific needs of individual students, the Superintendent 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 Advisory School Council.

*(cf. 0420 - School-Based Management/Site Councils)*  
*(cf. 1220 - Citizen Advisory Committees)*  
*(cf. 2230 - Representative and Deliberative Groups)*  
*(cf. 8000 - Advisory school councils)*

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 evaluation will be based 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.

**Note:** Employment policies affecting management personnel are in the 4300 section of the policy manual.

*(cf. 4300 - Management, Supervisory and Confidential Personnel)*  
*(cf. 4315 - Evaluation/Supervision)*  
*(cf. 4319.3 - Duties of Personnel)*

*Legal Reference:*

- ALASKA STATUTES
- 14.08.111 Duties (Regional School Boards)*
- 14.14.110 Cooperation with other districts*
- 14.14.130 Chief School Administrator*

*Revised 5/01*

**ADMINISTRATIVE STAFF ORGANIZATION**

Authority originates with the publicly elected School Board and state laws and regulations. The Superintendent or designee may delegate authority and responsibility to the administrators and staff in accordance with law and Board policy.

The Superintendent shall organize the administrative staff in a manner which best enables the district to provide an effective program of instruction. Staff responsibilities may be adjusted by the Superintendent to accommodate the district needs and/or individual capabilities.

*(cf. 2230 - Representative and Deliberative Groups)*  
*(cf. 4119.3 - Duties of Personnel)*

*Legal References:*

ALASKA STATUTES

*14.08.111 Duties (Regional School Boards)*

*14.14.130 Chief school administrator*

ALASKA ADMINISTRATIVE CODE

*4 AAC 18.025 Principal/principal-teacher*

**ORGANIZATION CHART/LINES OF RESPONSIBILITY**

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 Superintendent or designee shall maintain a current district organization chart, approved by the Board, which identifies lines of primary responsibility and the relationships between 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 which functions they are responsible. Lines of responsibility should in no way prevent staff members at all levels from cooperating and networking to develop the best possible school programs and services.

*(cf. 2120 - Superintendent of Schools)*  
*(cf. 2210 - Administrative Leeway in Absence of Board Policy)*  
*(cf. 4119.3 - Duties of Personnel)*

*Revised 5/01*

**SUPERINTENDENT OF SCHOOLS**

The Superintendent is the chief executive officer and educational leader of the district. Along with executing all School Board decisions the Superintendent is accountable to the Board for managing the schools in accordance with the Board's policies. The Superintendent informs the Board about school programs, practices and problems and provides professional advice on items requiring Board action.

The Board delegates to the Superintendent the power to make decisions concerning internal operations of the district. Any duties imposed on the Superintendent by policy or vote of the Board may be delegated by the Superintendent to other staff members, as far as the law permits. This delegation of power or duty shall not relieve the Superintendent of responsibility for actions taken by 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. The Superintendent 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, and be 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, besides being accessible to community members and working 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: Job Description)*

*Legal Reference:*

ALASKA STATUTES

14.08.111 Duties (Regional School Boards)

14.14.130 Chief school administrator

**SUPERINTENDENT'S CONTRACT**

The School Board shall employ a Superintendent to serve as its chief administrative officer for a contract term of not more than three years. Prior to entering into an employment contract with the Superintendent, the Board shall have the contract reviewed by legal counsel.

The Board shall notify the Superintendent of its intention not to renew the Superintendent's contract early enough to ensure compliance with any notice requirements of the existing contract. Any extension of the life of the contract shall be contingent upon a satisfactory evaluation of the Superintendent's performance

*(cf. 2123 - Evaluation of the Superintendent)*

*Legal Reference:*

ALASKA STATUTES

*14.14.130 Chief School Administrator*

*14.20.130 Employment of teachers and administrators*

**SUPERINTENDENT OF SCHOOLS: JOB DESCRIPTION**

The job of Superintendent entails many complex duties, some specified in law and some assigned by the Board. The Board shall provide the Superintendent with a job description that shall indicate major responsibilities. The Board shall further define the Superintendent's responsibilities and duties through the adoption of Board policies.

*(cf. 2000 - Concepts and Roles)*

*(cf. 2120 - Superintendent of Schools)*

*(cf. 2123 - Evaluation of the Superintendent)*

*Legal Reference:*

ALASKA STATUTES

*14.14.130 Chief School Administrator*

**SUPERINTENDENT OF SCHOOLS: JOB DESCRIPTION**

**QUALIFICATIONS**

1. A valid Alaska teaching and administrative certificate.
2. A master's degree from an accredited college or university with specialization in the areas of administration, supervision, curriculum development, and evaluation of educational programs.
3. At least five years' experience as a school administrator, preferably as a director of district wide programs or member of the central administrative staff with direct staff responsibilities.
4. Such alternatives to the above qualifications as the Board may find appropriate and acceptable.

**REPORTS TO THE BOARD**

**SUPERVISES**

The superintendent shall select, appoint, and otherwise control all district employees serving under him/her subject to approval of the Board. All other responsibilities and functions are derived from the Board. The enumeration of specific duties in this section, however, does not limit the superintendent in the exercise of professional functions not otherwise specified or prohibited by Board regulation.

**GOALS**

The superintendent has statutory authority to administer the district in accordance with the policies prescribed by the Board.

**PERFORMANCE RESPONSIBILITIES**

1. Serve as the administrative and executive officer of the Board.
2. Recommend to the Board such policies and procedures that in his/her judgment are necessary for the efficient conduct of the schools and carrying into effect with the aid of his/her staff such policies and procedures as are authorized by the Board.

**SUPERINTENDENT OF SCHOOLS - JOB DESCRIPTION (continued)**

3. With the assistance of the staff, prepare the annual budget and present it to the Board for consideration and approval. Supervise the expenditures of funds approved in the budget.
4. Have charge of all buildings, equipment, supplies, and records belonging to the district.
5. Submit to the Board each year a detailed report setting forth information, facts and statistics as tend to show the condition and progress of the schools.
6. Delegate duties and responsibilities to officers or employees employed by the district except where policy or regulations of the Board prohibit such delegation of authority. (Work completed by subordinate officers or employees upon delegation by the superintendent shall be deemed by the Board as having been done by the superintendent, and failure to perform duties delegated shall be deemed by the Board as a failure of the superintendent.)
7. Adhere to standards for Alaska Administrators, including:
  - a. providing leadership for the organization.
  - b. guiding instruction and supporting an effective learning environment.
  - c. overseeing the implementation of curriculum.
  - d. coordinating services that support student growth and development.
  - e. providing for staffing and professional development to meet student learning needs.
  - f. using assessment and evaluation information about students, staff and the community in making decisions.
  - g. communicating with diverse groups and individuals with clarity and sensitivity.
  - h. acting in accordance with established laws policies, procedures and good business practices.
  - i. understanding the influence of social, cultural, political, and economic forces on the educational environment and uses this knowledge to serve the needs of children, families, and communities.
  - j. facilitating the participation of parents and families as partners in the education of children.

*Adopted 05/22/06*



**EVALUATION OF THE SUPERINTENDENT**

The Board believes that an annual evaluation of the Superintendent's performance strengthens working relationships between the Superintendent and the Board. The evaluation process should clarify the Superintendent's role and give the Board and Superintendent an opportunity to jointly identify immediate priorities among the Superintendent's many responsibilities. Evaluations also should help the Board to monitor progress toward established goals and to set reasonable criteria for salary increases and/or contract extension.

The Board shall meet with the Superintendent to discuss the evaluation, including commendations in areas of strength and recommendations for improving effectiveness. The Superintendent and Board members shall agree upon and sign an evaluation summary. Additional evaluations may be arranged at any time during the school year at the request of either the Board or the Superintendent.

*(cf. 2121 - Superintendent's Contract)*

The evaluation process shall be reviewed annually to determine whether any of the following steps need improvement:

1. Developing or reviewing/revising the Superintendent's job description.
2. Adopting or reviewing/revising evaluation policy.
3. Establishing clear criteria to include progress on district goals.
4. Establishing or reviewing/revising the evaluation process.
5. Carrying out the evaluation.
6. Summarizing the results.
7. Discussing the results with the Superintendent.
8. Developing a plan for growth and improvement.

*(cf. 9321 - Executive Sessions)*

**ADMINISTRATIVE LEEWAY IN ABSENCE OF BOARD POLICY**

The Superintendent or designee shall have the power to act, within the parameters of law, in cases where action must be taken and where the School Board has not provided guidelines for administrative action. If the action necessitates the addition or revision of policies, the Superintendent or designee shall make the necessary recommendations to the Board.

It shall be the duty of the Superintendent or designee to keep the Board president apprised of any action taken in emergency situations as soon as practicable after its occurrence. The president shall make every attempt to inform the Board before its next regular meeting.

*(cf. 9314 - Suspension of Policies, Bylaws, Administrative Regulations)*

*(cf. 9320 - Meetings)*

**REPRESENTATIVE AND 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 the Superintendent's discretion. Advisory groups shall channel their advice and recommendations through the Superintendent to the Board.

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

*(cf. 0420 - School-Based Management/Site Councils)*  
*(cf. 1220 - Citizen Advisory Committees)*  
*(cf. 8000 - Advisory school councils)*

*Revised 3-18-99*

**TEACHER-IN-CHARGE/PRINCIPAL/LEAD-TEACHER'S DESIGNEE**

The School Board recognizes that the principal/lead-teacher may be absent from the school site in the course of the principal/lead-teacher's professional duties or for other reasons. Therefore, the Board authorizes the position of designated teacher-in-charge in order to provide proper supervision and maintain the continuity of the instructional program and school operations.

In the absence of the principal/lead-teacher, the designated teacher-in-charge shall administer the school in accordance with Board policy, administrative regulations and procedures, and the law. The delegation of school site duties shall not relieve the principal/lead-teacher of the responsibility for actions by the designated teacher-in-charge.

The name of the designated teacher-in-charge shall be kept on file in the school office. A second person may be designated to serve in this capacity when both the principal/lead-teacher and primary designee are absent.

**CONFLICT OF INTEREST**

The School Board recognizes that certain positions may involve an employee's participation in decisions affecting that employee's financial interests. Employees shall refrain from participating in official district financial decisions in which they have a substantial financial or personal interest.

*(cf. 3315 - Relations with Vendors)*  
*(cf. 4112.8 - Employment of Relatives)*  
*(cf. 9270 - Conflict of Interest Code)*

*Legal Reference:*

ALASKA STATUTES  
*29.20.010 Conflict of Interest*