

SUPERINTENDENT:  
QUALIFICATIONS AND DUTIES

BJA  
(LOCAL)

DUTIES

In addition to performing statutory duties [see BJA preceding], the Superintendent shall:

SCHOOL/  
ORGANIZATIONAL  
CLIMATE

1. ~~Be informed about all aspects of the instructional program and ensure that there is a continuous focus on improving student academic performance.~~
2. ~~Work with the staff, Board, and community in curriculum planning.~~
3. ~~Develop, evaluate and revise annually the District improvement plan, with the assistance of the District-level committee. [See BQ series and BR]~~
4. ~~Promote goal-oriented performance and support for those involved in achieving District and campus performance objectives.~~
5. ~~Conduct periodic evaluation of all programs and operations to determine improvements needed and to foster attainment of District and campus improvement plans.~~
6. ~~Assist the Board in evaluating the effectiveness of school programs.~~
7. ~~Demonstrate skill in anticipating, managing, and resolving conflict.~~

PERSONNEL  
MANAGEMENT

8. ~~Recommend the number, types, and organization of positions, including central administration, needed to carry out District functions effectively.~~
9. ~~Perform duties established by the Board regarding the recommendation, employment, suspension, and dismissal~~

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~~of employees. [See DC and DF series]~~

- ~~10. Assign and reassign all personnel; exercise final placement authority for educators transferred because of enrollment shifts or program changes. [See DK]~~
- ~~11. Direct and supervise the staff evaluation program and provide effective two-way communication with District personnel. [See DNA]~~
- ~~12. Serve as liaison between the Board and staff.~~
- ~~13. Develop and recommend pay systems; recommend pay increases or adjustments for personnel. [See DEA]~~
- ~~14. Support staff development and other professional development programs. [See DMA]~~
- ~~15. Promote a positive work environment that fosters high staff morale and excellence within the District.~~

ADMINISTRATION  
AND  
FISCAL/FACILITIES  
MANAGEMENT

- ~~16. Be informed of developments in state, federal, and local laws and public policy affecting education.~~
- ~~17. Accurately prepare and submit in a timely manner any and all reports required by the Board, TEA, other federal and state agencies, and any records subpoenaed by a court of law.~~
- ~~18. Direct and supervise all financial accounting and ensure that funds are expended legally, in accordance with the approved budget, and controlled effectively. [See CF series]~~
- ~~19. Ensure District compliance with all applicable state and federal requirements.~~
- ~~20. Ensure that the school plant and facilities are properly maintained and that adequate provision is made for the safety of students, employees, and other users of school facilities. [See CK series]~~
- ~~21. Monitor District property, casualty, and workers' compensation loss experience to ensure that appropriate risk management and loss control strategies are~~

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~~employed.~~

STUDENT  
SERVICES  
MANAGEMENT

~~22. Ensure a favorable educational environment through the implementation of an equitable and efficient system of student behavioral management.~~

~~23. Work with staff, Board, and community in planning and implementing support services for students.~~

SCHOOL -  
COMMUNITY  
RELATIONS

~~24. Develop and implement effective communication between the schools and community; promote community support and involvement with the schools. [See GB series]~~

~~25. Represent the District in activities involving other school systems, institutions, agencies, and professional and community groups.~~

~~26. Interpret Board policies to the staff, parents, and community.~~

PROFESSIONAL  
GROWTH AND  
DEVELOPMENT

~~27. Formulate, with the Board, an annual Superintendent's professional development plan and assist the Board in designing a process for evaluating the Superintendent's performance. [See BJCB and BJCD]~~

~~28. Pursue professional development through reading, attending conferences, and being involved with related agencies.~~

BOARD-  
SUPERINTENDENT  
RELATIONS

~~29. Assist the Board in identifying individual and team training needs, and in arranging training opportunities. [See BBD]~~

~~30. Prepare Board agendas and meeting materials in cooperation with the Board President. [See BE]~~

~~31. Attend and participate in all meetings of the Board except closed meetings when the Board desires to discuss such matters as the Superintendent's contract or evaluation privately.~~

~~32. Keep the Board continuously informed on issues, needs,~~

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~~and operations of the District.~~

- ~~33. Exercise discretion and good judgment in matters not covered by Board policy.~~
- ~~34. Serve as custodian of all minutes and records of the Board.~~
- ~~35. Communicate with the District's attorney on matters in litigation or potential litigation except as otherwise directed by the Board.~~
- ~~36. Perform related duties assigned by action of the Board.~~

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DUTIES**

**BJA  
(LOCAL)**

In addition to performing statutory duties [see BJA preceding],  
The Superintendent shall: responsibilities specifically provided  
by law or in the Superintendent's contract, the Superintendent  
shall:

**EDUCATIONAL  
LEADERSHIP**

1. **Provide leadership and direction for the development of an educational system that is based on the needs of students, on standards of excellence and equity, and on community goals. Toward that end, the Superintendent shall:**

**INSTRUCTIONAL  
MANAGEMENT**

- a. **Establish effective mechanisms for communication to and from staff in instructional evaluation, planning, and decision making.**
- b. **Oversee annual planning for instructional improvement and monitor for effectiveness.**
- c. **Ensure that goals and objectives form the basis of curricular decision making and instruction and communicate expectations for high achievement.**
- d. **Ensure that appropriate data are used in developing recommendations and making decisions regarding the instructional program and resources.**
- e. **Oversee a system for regular evaluation of instructional programs, including identifying areas for improvement, to attain desired student achievement.**

**STUDENT  
SERVICES  
MANAGEMENT**

- f. **Oversee student services, including health and safety services, counseling services, and extracurricular programs, and monitor for effectiveness.**
- g. **Oversee a discipline management program and monitor for equity and effectiveness.**
- h. **Encourage, oversee, and participate in activities for recognition of student efforts and accomplishments.**

**STAFF  
DEVELOPMENT  
AND  
PROFESSIONAL  
GROWTH**

- i. **Oversee a program of staff development and monitor staff development for effectiveness in improving district performance.**
- j. **Stay abreast of developments in educational leadership and administration.**

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**STAFF  
DEVELOPMENT  
AND  
PROFESSIONAL  
GROWTH**

**DISTRICT  
MANAGEMENT**

**FACILITIES AND  
OPERATIONS  
MANAGEMENT**

**FISCAL  
MANAGEMENT**

**HUMAN  
RESOURCES  
MANAGEMENT**

2. **Demonstrate effective planning and management of District administration, finances, operations, and personnel. To accomplish this, the Superintendent shall:**
  - a. **Implement and oversee a planning process that results in goals, targets, or priorities for all major areas of District operations, including facilities maintenance and operations, transportation, and food services.**
  - b. **Monitor effectiveness of District operations against appropriate benchmarks.**
  - c. **Oversee procedures to ensure effective and timely compliance with all legal obligations, reporting requirements, and policies.**
  - d. **Ensure that key planning activities within the District are coordinated and are consistent with Board policy and applicable law and that goals and results are communicated to staff, students, and the public as appropriate.**
  - e. **Oversee a budget development process that results in recommendations based on District priorities, available resources, and anticipated changes to district finances.**
  - f. **Oversee budget implementation to ensure appropriate expenditure of budgeted funds, to provide for clear and timely budget reports, and to monitor for effectiveness of the process.**
  - g. **Ensure that District investment strategies, risk management activities, and purchasing practices are sound, cost-effective, and consistent with District policy and law.**
  - h. **Maintain a system of internal controls to deter and monitor for fraud or financial impropriety in the District.**
  - i. **Ensure that the system for recruiting and selection results in personnel recommendations based on defined needs, goals, and priorities.**
  - j. **Organize District staff in a manner consistent with District priorities and resources and monitor administrative organization at all levels for effectiveness and efficiency.**

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- k. Oversee a performance appraisal process for all staff that reinforces a standard of excellence and assesses deficiencies; ensure that results are used in planning for improvement.**
- l. Administer a compensation and benefits plan for employees based on clearly defined goals and priorities.**
- m. Encourage, oversee, and participate in staff recognition and support activities.**
- n. Oversee a program for staff retention and monitor for effectiveness.**

**3. Maintain positive and professional working relationships with the Board and the community. The responsibilities in this regard shall encompass the following:**

**BOARD AND  
COMMUNITY  
RELATIONS**

**BOARD**

- a. Keep the Board informed of significant issues as they arise, using agreed upon criteria and procedures for information dissemination.**
- b. Respond in a timely and complete manner to Board requests for information that are consistent with Board policy and established procedures.**
- c. Provide recommendations and appropriate supporting materials to the Board on matters for Board decision.**
- d. Articulate and support Board policy and decisions to staff and community.**
- e. Direct a proactive program of internal and external communication at all levels designed to improve staff and community understanding and support of the District.**
- f. Establish mechanisms for community and business involvement in the schools and encourage participation.**
- g. Work with other governmental entities and community organizations to meet the needs of students and the community in a coordinated way.**

**COMMUNITY**

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**DELEGATION**

**To the extent permitted by law, the Superintendent may delegate responsibilities to other employees of the District but shall remain accountable to the Board for the performance of all duties, delegated or otherwise.**