

TITLE: Superintendent of Schools

QUALIFICATIONS:

- A. Superintendent Certification (010) Maine Department of Education (or certifiable).
- B\* Master's degree in Education Administration
- C\*. Must have at least ten (10) successful years of combined experience in teaching/administration with a minimum of three years in administration preferred.
- D. Ability to motivate, guide and direct people, and possession of a comprehensive knowledge of Maine's Learning Results.
- E. Demonstrated skills in school finance and business operations

\* *Such alternatives to the qualifications listed as the School Committee may find appropriate and acceptable.*

REPORTS TO: School Committee

SUPERVISES: All administrative and supervisory personnel of the school system and indirectly, every school system employee.

JOB GOAL:

To provide leadership in developing and maintaining the best possible educational programs and services for the students of our school system.

To lead, guide, and direct every member of the administrative, instructional, and support services teams in setting and achieving the highest standards of excellence in educational programs and operating systems.

To be responsible for a system of supervision and evaluation for all staff designed to meet the goals of the school system.

To oversee and administer the use of all facilities, property, and funds in the best interests of students and the school system.

PERFORMANCE RESPONSIBILITIES AND CRITERIA:

The criteria for performing the job responsibilities of the Superintendent include the ability to function effectively in the following categories: 1) Communication; 2) Community Relations; 3) Curriculum; 4) School/Community Involvement; 5) Leadership; 6) Organizational Management; 7) Personnel Management; 8) School Facility Management; 9) School Finance/Budgeting; 10) School Improvement; 11) Staff Development; 12) Superintendent/School Committee Relations; and 13) Supervision/Evaluation.

- A. Communication - Able to communicate clearly with staff, parents, students, and community, both verbally and in writing.
  - 1. Keeps the public informed of the status of the schools.
  - 2. Conducts meetings of administrators, teachers and other staff members as necessary for the discussion of matters concerning the improvement and welfare of the schools.

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3. Communicates to all staff members, directly or through delegation, actions of the School Committee relating to personnel matters and receives from employees communications to be made to the School Committee.
  4. Confers as appropriate with professional and lay groups concerning the school program and transmits suggestions to the Committee and others, as appropriate.
- B. Community Relations - Recognizes the importance of both stimulating and reflecting community needs/wants regarding education. Demonstrates ability to involve the community in developing and implementing goals. Views the community/school relationship as a partnership.
1. Establishes and maintains a program of public relations to keep the public well informed of the activities and needs of the school system, effecting a wholesome and cooperative working relationship between the schools and the community.
  2. Communicates with and understands the needs and perspectives of various community groups.
  3. Attends, or delegates a representative to attend, meetings of municipal agencies at which matters pertaining to the school system appear on the agenda or are expected to be raised.
  4. Keeps the public informed about current educational practices, educational trends, and the policies, practices, successes and challenges of the schools.
- C. Curriculum - Strong commitment to leading the effort to define and deliver an effective, consistent curriculum K-12.
1. Administers the development and maintenance of educational programs designed to meet the needs of the community and to carry out the policies of the School Committee.
  2. Conducts reviews of the total school program, and advises the School Committee on recommendations for the educational advancement of the schools.
  3. Recommends to the School Committee through the use of appropriate personnel, adoption of courses of study, curriculum, teaching materials, etc.
  4. Oversees timely revisions of curriculum and courses of study.
- D. School/Community Involvement - Visible in the schools, aware of current issues and activities in the schools, and shows an interest in community affairs.
1. Visits schools and classrooms as appropriate. Attends a reasonable number of student/staff events.
  2. Stays informed about issues and activities in the schools.
  3. Has a reasonable level of knowledge of administrators, staff and students.
  4. Has a reasonable level of knowledge about community events, concerns, accomplishments, and direction.
- E. Leadership - Able to motivate, lead, guide and direct people. Committed to implementing the Mission and Vision Statement of the school system as well as the Maine Learning Results.
1. Facilitates the development of and implements a collaborative educational vision and assists the School Committee in setting priorities for the school system.

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2. Serves as the educational leader of the school system. Performs job responsibilities using the Mission Vision Statement as a guide.
  3. Communicates the educational vision and priorities effectively to staff, students, and community.
  4. Attend conventions and conferences to keep abreast of latest educational trends.
  5. Ensures that policies, procedures and school rules promote a safe, respectful, and healthy school environment.
- F. Organizational Management - Uses a systematic approach to managing and improving the schools. Excellent organizational skills, working knowledge of school law, and proven ability to resolve organizational conflicts.
1. Administers, as chief school executive, the development, maintenance, and improvement of the educational program.
  2. Maintains, directly or through delegation, such personnel records, pupil accounting records, business records, and other records as required by law and/or School Committee policy.
  3. Files or causes to be filed, all reports required by state or federal laws/regulations.
  4. Advises the School Committee of the need for new and revised policies, and ensures that all policies of the Committee are implemented.
  5. Makes administrative decisions necessary for the effective and efficient operations of the schools. Acts on own discretion when emergency action is necessary in matters not covered by School Committee policy. Reports such emergency actions to the School Committee and recommends policy for future guidance.
  6. Develops and implements rules and procedures for staff and students as necessary to comply with School Committee policies, and state and federal laws/regulations.
  7. Delegates to other staff, at own discretion, the exercise of any powers and duties, with the knowledge that such delegation does not relieve the Superintendent of final responsibility for any actions taken.
  8. Recommends attendance boundaries for all schools and the transfer of students from one building to another in the interest of good administration of the instructional program. Implements Committee policies and state laws/regulations for the promotion, retention and acceleration of students.
  9. Makes recommendations to the School Committee concerning the transportation of students in accordance with Committee policies, state laws/regulations, and student safety considerations.
- G. Personnel Management - Excellent people skills. Ability to recruit and retain high quality staff. Strong personnel management practices and understanding of collective bargaining issues.
1. Develops and implements a hiring process that complies with applicable state and federal laws and attracts the most qualified candidates.
  2. Nominates to the School Committee for employment the most qualified and competent teachers and administrators.
  3. Develops job descriptions for all staff, subject to School Committee review and approval.
  4. Assigns and transfers employees following current policies as the interests of the school system require, and reports such actions to the School Committee.

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5. Participates, as deemed appropriate by the School Committee, in negotiations with recognized employee bargaining units.
  6. Handles employee grievances or problems in accordance with applicable School Committee policies, collective bargaining agreements, and/or state/federal laws and regulations.
  7. Establishes and implements personnel policies and procedures for non-union staff.
  8. Ensures that the School Committee complies with meet and consult requirements on educational policy issues.
- H. School Facility Management - Good understanding of facilities management, including development of long-term maintenance plans, and budgeting/planning for future building needs.
1. Makes recommendations to the School Committee on the location and size of new school sites and additions to existing sites; the location and size of new buildings on sites; plans for new school buildings; appropriates for sites and buildings; and improvements, alterations and changes in buildings and equipment.
  2. Develops and implements short and long-range maintenance plans for school buildings and grounds, delegating particular duties as the Superintendent deems appropriate.
  3. Includes maintenance and other facilities/equipment needs in budget planning.
  4. Develops and implements guidelines and procedures governing the use and care of school facilities and property.
  5. Recommends to the School Committee sales of surplus property no longer needed and authorizes the proper execution of such sales.
- I. School Finance/Budgeting - Strong working knowledge of school finance, including budget development and management. Ability to effectively communicate with the School Committee, staff, community and local municipal officials. Clear understanding of federal, state, and local funding issues.
1. Demonstrates the ability to perform effective financial forecasting and long and short-term financial planning.
  2. Supervises the preparation and presentation of the annual budget and recommends it to the School Committee for approval.
  3. Establishes and maintains efficient procedures and effective controls for all expenditures of school funds in accordance with the adopted budget.
  4. Clearly explains proposed budgets, needs and priorities to the School Committee, community and local municipal officials.
  5. Conducts all financial operations and purchasing within School Committee policies and applicable state/federal laws/regulations.
  6. Maintains appropriate financial accounts and ensures that audits are performed on an annual basis.
  7. Provides prior notice to the School Committee when there is a need to depart from School Committee policy in any financial matter.
- J. School Improvement - Commitment to supervise and evaluate school programs in the spirit of continuous improvement. Understanding of educational practices, research, and national/state/local initiatives, including Maine's Learning Results. Ability to frame issues for discussion, reach timely decisions, and implement change.

1. Develops, implements, and monitors the change process to improve the educational program.
  2. Is familiar with current research and educational issues.
  3. Involves the staff and community in plans to improve the educational program.
  4. Ensures that there is a comprehensive system of student assessment in place.
  5. Informs and advises the School Committee about educational programs and instructional practices in the schools.
  6. Communicates effectively with staff, students and the community about educational trends, curriculum needs and instructional programs.
  7. Ensures that the educational program complies with School Committee policies and applicable state and federal laws/regulations.
  8. Ensures that administrators and teachers communicate student progress and school curricula to parents on a regular basis.
- K. Staff Development - Committed to and fosters continuous staff improvement. Emphasizes both system-wide and individual development.
1. Fosters an environment that encourages continuous learning and improvement on the part of school staff.
  2. Develops and implements an effective system of staff development focused on improving the educational and operational programs of the schools, with appropriate input from the School Committee, administration and staff.
  3. Provides reasonable opportunities for staff to participate in conferences, visitations and coursework within the framework of the school system's budget.
  4. Ensures that all staff are involved in the school system's staff development opportunities.
  5. Communicates to the School Committee staff development priorities, needs, and activities.
  6. Contributes toward professional growth and performance through providing professional development opportunities for school-based administrators.
- L. Superintendent/Board Relations - Understands that the Superintendent is responsible for management of the schools under the School Committee's policies and is accountable to the School Committee. Supports and facilitates the work of the School Committee. Maintains open communication with the School Committee.
1. Supervises and ensures compliance with all laws, regulations and School Committee policies.
  2. Keeps the School Committee informed about programs, activities, accomplishments, problems, and needs of the schools.
  3. Presents information and recommendations necessary to assist the School Committee in performing its duties effectively, including the need for policy on particular subjects.
  4. Schedules and attends meetings of the School Committee.
  5. Serves as Secretary to the School Committee as required by law.
  6. Serves as an ex-officio member of all school system/School Committees, attending meetings as specified by the School Committee.
  7. Advises and recommends action by the School Committee as appropriate concerning student and staff disciplinary issues.
  8. Assists the School Committee in developing annual and long-range goals for the school system.

- 9. Represents the school system with the media and other groups as deemed appropriate by the School Committee.
- 10. Performs such other tasks as may be assigned by the School Committee.

M. Supervision/Evaluation - Understands the importance of accountability for staff and self. Uses an evaluation process that establishes clear performance standards and follows through to resolve performance issues.

- 1. Develops and implements an effective system of supervision and evaluation for all staff, based on School Committee policies and with appropriate input from administration and staff.
- 2. Oversees methods of teaching, supervision, evaluation, including the Maine Learning Results, and administration in the schools.
- 3. Disciplines employees as necessary and reports such actions to the School Committee as appropriate.
- 4. Directs staff negotiations with professional and nonprofessional personnel.
- 5. Recommends salary changes or dismissal/non-renewal of administrators, teachers and support staff, to the School Committee for final action.
- 6. Evaluates principals
- 7. Leads the Administrative Team
- 8. Encourages employee involvement, empowerment, responsibility, and innovation in District team.
- 9. Facilitates the resolution of problems appealed above the principal level.

**TERMS OF EMPLOYMENT:**

Work year shall be twelve (12) months. Length of contract, salary and benefits shall be determined by the School Committee and Superintendent under the Superintendent’s individual contract.

**EVALUATION:**

Performance shall be evaluated in accordance with the provisions of the School Committee’s policy on evaluation of the Superintendent.

Reviewed and agreed to  
by: \_\_\_\_\_ Date \_\_\_\_\_

Cross Reference: CBI - Evaluation of Superintendent  
City Charter Reference:

Approved First Reading - January 27, 1999

Reviewed by the Policy Committee: October 26, 2005, May 16, 2008