

**Administration****Concepts and Roles in Administration**

Within the guidelines established by Board of Education policy, law and employee agreements, the Superintendent shall direct and coordinate the administrative staff in implementing the educational philosophy, and achieving the goals and general objectives of the Board of Education.

The Board of Education expects the administration to demonstrate leadership and to resolve the inevitable problems which will arise both inside the school system and in its relations with the community. Further, the administration is expected to develop good working relationships with the community for the achievement of common goals.

The Superintendent of Schools is encouraged to conduct the operations of the school system according to the management team concept.

Adopted: September 9, 1993

Reaffirmed: March 10, 2005

**Administration****Administrative Staff Organization**

The administrative staff should act as a directing force toward the achievement of excellence in the educational program. The Superintendent shall organize the staff to achieve the school district goals as expressed by the Board of Education. The Superintendent shall be the administrator responsible to the Board of Education and shall identify lines of primary authority for all employees.

The primary responsibility of the administrative staff is to help create and foster an environment of excellence in which students can learn most effectively. Excellence in education includes ensuring administrative role models reflect diversity in the population as a whole. In an effort to provide such role models, the Board supports measures to increase diversity through effective recruitment and hiring practices.

Professional development activities will be provided for all staff. The Board will work toward achieving excellence in education by using varied professional development programs aimed at developing leadership skills for current and aspiring administrators.

Adopted: September 9, 1993

Reaffirmed: March 10, 2005

**Administration****Equal Employment Opportunity**

All personnel policies and practices of the Board will be in accord with equal employment opportunity practices as determined by state and federal legislation. A job description and required qualifications for a position to be filled will be made available to all applicants. Equal employment opportunity means that equal employment possibilities are available and that no individual will be discriminated against because of race, gender, color, religion, national origin, age, sexual orientation, disability, or unrelated abilities to perform the duties of the position.

Legal Reference: Title VII of the Civil Rights Act of 1964, 42 U.S.C., subsection 2000e  
Age Discrimination in Employment Act, 29 U.S.C. Sec 621  
Executive Order 11246  
Connecticut General Statutes  
Connecticut Constitution Article I, Section 20;  
Amendment V Equal Rights Protection Amendment  
46a-51 (8), (17), (18) Discriminatory Practices  
46a-58(a) Deprivation of rights  
46a-60 Discriminatory employment practices prohibited  
46a-79 State policy re employment of criminal offenders  
46a-80 Denial of employment based on prior conviction of crime  
10-153 Discrimination on account of marital status

Adopted: September 9, 1993

Reaffirmed: March 10, 2005

**Administration****Lines of Responsibility**

The Superintendent will ensure that lines of responsibility in the school district shall be structured to:

1. Develop educational programs most appropriate for students.
2. Clarify responsibility from the Board of Education to the Superintendent of Schools, from the Superintendent to the administrators, from the administrators to teachers, and from teachers to students.
3. Tell members of the staff to whom they are responsible and for what functions.
4. Whenever possible, have members of the staff responsible to only one immediate supervisor for any one function.
5. Designate a person to whom staff members can appeal a disagreement with the person to whom the staff members are directly responsible.
6. Inform staff members to whom they can go for help in working out their own functions in the district program.
7. Keep staff members advised of policies, functions and progress of the district.

Adopted: September 9, 1993

Reaffirmed: March 10, 2005

**Administration**  
**Job Descriptions**

The Superintendent shall provide for the preparation and maintenance of job descriptions for all administrative personnel. Such job descriptions shall be kept in a separate manual for that purpose.

Adopted: September 9, 1993

Reaffirmed: March 10, 2005

**Administration**  
**Superintendent of Schools**

A vote of the majority of the Board members, present at a Board meeting for which due notice has been given of the intended action, will be required for the appointment of the Superintendent.

The Board of Education will elect and fix the term of office and salary of a Superintendent who serves as the chief executive officer of the Board and has authority and responsibility for the supervision of the school system.

At the request of the Superintendent, the Board shall provide a written contract of employment which includes salary, benefits and term of office of the Superintendent.

Each year, the Board will evaluate the Superintendent in accordance with guidelines and criteria mutually determined and agreed upon by both the Board and the Superintendent.

Legal Reference: Connecticut General Statutes  
10-157 Superintendents

Adopted: September 9, 1993

Reaffirmed: March 10, 2005

**Administration****Data**

The Superintendent is designated the custodian of all records, documents, writings, letters, memoranda, or other written, typed, copied or developed materials possessed, assembled, or maintained by this school district.

Adopted: September 9, 1993

Reaffirmed: March 10, 2005

**Administration****Administrative Leeway in Absence of Board of Education Policy**

In cases where emergency action must be taken within the school system and where the Board of Education has provided no guidelines for administrative action, the Superintendent shall have the power to act.

It shall be the duty of the Superintendent to inform the Board of Education promptly of such action and of the need for possible additional policies, or revision of existing policies, and the Superintendent's decisions shall be subject to review by the Board of Education at its next regular meeting.

Adopted: September 9, 1993

Reaffirmed: March 10, 2005

**Administration****Representative and Deliberative Groups**

The Board of Education encourages the Superintendent and administrative staff to create and maintain appropriate groups such as councils, cabinets and committees to:

1. Foster good communications with the staff, students and the public;
2. Allow staff, students and the public a voice in decisions affecting them;
3. Establish effective channels of communication for the public, the students and the district staff.

Adopted: September 9, 1993

Reaffirmed: March 10, 2005

**Administration**  
**Policy and Regulation Systems****Policy Manual**

The Superintendent shall establish and maintain an orderly plan for preserving and making accessible policies and bylaws adopted by the Board, and the regulations of the administration. Board policies, Board bylaws and administrative regulations shall be published in a manual, maintained in current condition, and made available to all persons concerned.

**Policies**

Policies are statements of intent adopted by the Board of Education. They serve as guides to the administration in the development and implementation of regulations for operating the district.

The Superintendent is an integral part of this policy-making process recommending to the Board areas requiring policy adoption or change. The Superintendent shall develop a regulation specifying how policies will be developed and presented to the Board.

**Regulations**

Consistent with policy, the Superintendent shall specify required staff actions, and design the administrative arrangements under which the schools are to be operated. Those regulations and procedures that apply throughout the district shall be designated as "regulations," and placed in the district policy manual. Regulations shall be presented to the Board but the Board will not adopt regulations unless requested to do so by the Superintendent or unless required by law. The Superintendent is responsible for development and implementation of district regulations, and shall develop a system involving staff members in this process. Regulations should be complete, consistent with adopted Board policy, and capable of reasonable implementation.

**Bylaws**

Bylaws are the rules governing internal operations of the Board of Education. When need for a new bylaw, or modification of an existing bylaw is recognized, the Board will consider an effective new or modified bylaw for adoption. The same procedure used for development of policies shall be used for development of bylaws.

Adopted: September 9, 1993

Reaffirmed: March 10, 2005

**Administration****Enrollment Projections**

Enrollment forecasts shall be presented to the Board regularly. After a thorough analysis of all the factors affecting student enrollment, the Board will adopt an official enrollment projection for all planning and budgeting purposes.

An information system to collect and report the above information shall be implemented. The same system will be used to provide routine analytical reports on class sizes and building/staff utilization throughout the school system.

Adopted: September 9, 1993

Reaffirmed: March 10, 2005

**Administration****Evaluation of Administrators and Administration**

In order to advance the instructional program of the school district, the Superintendent of Schools will establish and will implement an evaluation program for all administrators and teachers. Such a program will be aimed at improving administrator/teacher performance and at promoting professional growth within the framework of the goals and objectives of the school district.

Such an evaluative process will include a formal procedure for the evaluation of the Superintendent of Schools by the Board of Education.

Through the evaluation of the Superintendent, the Board of Education will strive to accomplish the following:

1. Clarification for the Superintendent of his/her role in the school system as understood by the Board of Education.
2. Clarification for all Board of Education members of the role of the Superintendent in light of his/her responsibilities, authority, and organizational expectations.
3. Development of a unity of purpose in order to achieve high priority goals and objectives.
4. Development of an opportunity for goal achievement through regular appraisal and feedback.

The Superintendent's evaluation and the evaluation of district administrators and teachers should be viewed as part of an overall district management plan of establishing goals and objectives, appropriate programs, and methods of evaluation. Instructional leadership efforts can only be productive if teaching and learning are emphasized and if objectives, measurement, and feedback are part of that effort. Teachers, administrators, central office personnel, and the Board of Education should be partners in the improvement process, and it is expected that this policy provides direction in achieving that partnership.

Adopted: September 9, 1993

Reaffirmed: March 10, 2005