

**Spring Branch Independent School District
Agenda Item Information**

Date of Board Meeting: August 27, 2007

Subject: First Reading of Policy: BJA (LOCAL) SUPERINTENDENT:
QUALIFICATIONS AND DUTIES

Administrator Responsible:

Name: Diane Jackson, Ed.D.

Position: Policy Administration & Governmental Relations

Purpose of Agenda Item:

Information only **Action needed** **Report**

Additional Information and/or Back-Up:

Recommend first reading and advance to second reading and adoption of this policy, BJA (LOCAL) SUPERINTENDENT: QUALIFICATIONS AND DUTIES.

Annotations reflect the revisions by the Board Committee since the Board reviewed TASB's proposed revisions in Update 79 on April 9, 2007.

Annotated copy is attached.

SUPERINTENDENT:
QUALIFICATIONS AND DUTIES

BJA
(LOCAL)

DUTIES

In addition to ~~performing statutory duties~~ responsibilities specifically provided by law (see BJA preceding LEGAL) 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, that balances state mandated curriculum with 21st century skills and meets the Board's Vision and the Five Year Education Plan. 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 consistent with the Five Year Education Plan and monitor for effectiveness.
- c. Ensure that goals and objectives from the Five Year Education Plan form the basis of curricular decision making and instruction and communicate expectations.
- 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.
- f. Oversee student services, including health and safety services, counseling services, and extracurricular/co-curricular 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.
- 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.
- k. Annually, review the Five Year Education Plan and evaluate the effectiveness of the plan.
- l. Make a report annually to the Board on the implementation and progress of the Five Year Education Plan and its impact on student district performance.

STUDENT SERVICES MANAGEMENT

STAFF DEVELOPMENT AND PROFESSIONAL GROWTH

FIVE YEAR EDUCATION PLAN

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m. Annually, submit an updated Five Year Education Plan to the Board for approval.

TECHNOLOGY

2. Provide leadership and demonstrate effective planning and management of district finances, personnel and resources resulting in the appropriate and effective use of technology by students, classroom teachers and staff. To accomplish this, the Superintendent shall:

EDUCATIONAL
TECHNOLOGY

a. Oversee effective planning and management of District technology resources to maximize student achievement in accordance with the Five Year Technology Plan.

b. Oversee and implement an effective plan for staff development in the utilization and creation of technological resources for student achievement and student services.

c. Oversee a system of regular evaluation of educational technology programs, including identifying areas for improvement to attain desired student and district achievement.

d. Oversee and implement an effective, cost efficient plan for renewal of hardware and software according to the Technology Plan.

ADMINISTRATIVE
TECHNOLOGY

e. Oversee and implement a process that results in an efficient and effective technology system that meets the needs of school systems in the 21st century.

f. Establish effective mechanisms to monitor systems for efficacy.

g. Oversee and implement information/technology crisis management plans.

FIVE YEAR
TECHNOLOGY PLAN

h. Annually, review the Five Year Technology Plan and evaluate the effectiveness of the plan, ensuring that it supports the Five Year Education Plan.

i. Make a report annually to the Board on the implementation and progress of the Five Year Technology Plan and its impact on student and district performance.

j. Annually, submit an updated Five Year Education Plan to the Board for approval.

DISTRICT MANAGEMENT

3. Demonstrate effective planning and management of District administration, finances, operations, and personnel. To accomplish this, the Superintendent shall:

FACILITIES AND
OPERATIONS
MANAGEMENT

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,

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FISCAL MANAGEMENT

HUMAN RESOURCES
MANAGEMENT

LONG RANGE
FACILITIES PLAN

- 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 the Long Range Facilities Plan 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 and the Five Year Education Plan, the Five Year Technology Plan and the Long Range Facilities Plan.
- 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 monitor for and deter 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, and in accordance with the Five Year Education Plan, Five Year Technology Plan and the Long Range Facilities Plan.
- j. Organize District staff in a manner consistent with District priorities, resources and the Five Year Education Plan, Five Year Technology Plan and the Long Range Facilities Plan and monitor administrative organization at all levels for effectiveness and efficiency.
- k. Oversee a performance appraisal process for all staff that reinforces a standard of excellence and assesses deficiencies and creates ongoing plans for continuous 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 excellence.
- o. Annually, review the Long Range Facilities Plan and evaluate the effectiveness of the plan, ensuring that it supports the Five

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BOARD AND COMMUNITY
RELATIONS

BOARD

COMMUNITY

DELEGATION

SCHOOL/
ORGANIZATIONAL
CLIMATE

Year Education Plan.

- p. Make a report annually to the Board on the implementation and progress of the Long Range Facilities Plan and its impact on student and district performance.
- q. Annually, submit an updated Long Range Facilities Plan to the Board for approval.

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

- 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 Operating Procedures.
- c. Provide recommendations and appropriate supporting materials to the Board on matters for Board decision.
- d. Articulate and support Board policy, Operating Procedures, the Five Year Education and Technology Plans, the Long Range Facilities Plan and Board 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 that supports the Five Year Education Plan.

To the extent permitted by law, Board policy or Operating Procedure, 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.

- 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

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- improvement plan, with the assistance of the District-level committee. [See BQ-series and BU]
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.
 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 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

PERSONNEL
MANAGEMENT

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~~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 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.~~

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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]

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 and Vice 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, 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.