

SCHOOL SUPERINTENDENT

The Superintendent is held accountable to the Board for all aspects of administering the school system under the policies adopted by the Board.

Since division of labor is essential for managing a large organization, it is expected that the superintendent will delegate portions of the administrative tasks to building principals and appropriate central staff officers under written job descriptions. The responsibility for their performance is not considered a delegable function. By the same token, it is presumed that the responsibility for all activities within any building during school hours belongs to the designated head of that unit who is deemed accountable to the superintendent. Beyond this essential fixing of accountability, the Board approves appropriately shared decisionmaking within the school organization.

The Board views the Superintendent's position in the school system in a triple capacity: executive of the Board, leader and officer accountable for all personnel of the system, and liaison between those personnel and the Board. Because of the extreme responsibility assigned to this officer under these statements, the selection of the proper person for the post is, second only to policy development, the most important task the Board performs. Under these statements of belief, the superintendent is the only person in the system with whom the Board normally needs to be directly involved in decisions regarding appointments of personnel. Because the Board believes total responsibility for school system administration should rest with the superintendent, the Board has the responsibility for developing a systematic means of evaluating his effectiveness in implementing the objectives expressed in policies, just as the Superintendent has a responsibility for evaluating the effectiveness of personnel accountable to him.

CROSS REFS.: AFB, Evaluation of Superintendent
 BCB, Board-Superintendent Relationship
 CD, Management Team
 CE, Administrative Councils, Cabinets, and Committees

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