

## ADMINISTRATION GOALS

The District's administrative organization is designed so that all divisions and departments of the central office and all schools are part of a single system guided by Board policies implemented through the Superintendent. The Board is responsible for specifying its requirements and expectations of the Superintendent and for holding the Superintendent accountable by evaluating how well those requirements and expectations have been met. In turn, the Superintendent is responsible for clearly specifying the Board's requirements and expectations for all other administrators and for holding each accountable by evaluating how well requirements and expectations are met.

Major goals of administration in the District are to:

1. manage the District's various departments and programs effectively;
2. provide professional advice and counsel to the Board and to advisory groups established by Board actions, generally through reviewing alternatives, analyzing the advantages and disadvantages of each and recommending a selection from among the alternatives;
3. implement the management function so as to ensure the best and most effective learning programs through achieving such other goals as:
  - A. providing leadership in keeping abreast of current education developments;
  - B. arranging for the staff development necessary to the establishment and operation of learning programs which better meet student needs;
  - C. coordinating cooperative efforts for the improvement of learning programs, facilities, equipment and materials and
  - D. providing access to the decision-making process for the ideas of staff, students, parents and others;
4. develop an effective program of evaluation which includes every position, program and facility in the District and
5. develop and use a team management approach.

Adoption date: July 21, 2008

CROSS REFS.: AF, Commitment to Accomplishment  
CD, Management Team  
GCL, Professional Staff Development Opportunities  
GDL, Support Staff Development Opportunities

## SCHOOL SUPERINTENDENT

The Superintendent of the Walnut Township Local School District 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. Despite this essential fixing of accountability, the Board sees not major conflict between authority and appropriate shared decision making within an organization.

The Board views the Superintendent's position in the Walnut Township school system in a triple capacity: executive of the Board, leader and accountable officer 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 the most important task the Board performs after its development of policies. Under these statements of belief, he/she is the only person in the system with whom the Board normally needs to be directly involved in decisions regarding appointments of personnel. And because the Board believes the total responsibility for the administration of the school system should rest with the Superintendent, the Board has the responsibility for developing a systematic means of evaluating his/her effectiveness in implementing the objectives expressed in policies, just as the Superintendent has a responsibility for evaluating the effectiveness of all personnel accountable to him/her.

Adoption date: July 21, 2008

LEGAL REFS.: ORC 3319.01

**QUALIFICATIONS AND DUTIES OF THE SUPERINTENDENT  
WALNUT TOWNSHIP LOCAL BOARD OF EDUCATION  
JOB DESCRIPTION**

<b><u>Title:</u></b>	Local Superintendent
<b><u>Department:</u></b>	Administration
<b><u>Building/Facility:</u></b>	Central Office
<b><u>Reports to:</u></b>	Board of Education
<b><u>Employment status:</u></b>	Regular/Full-time
<b><u>FLSA Status:</u></b>	Exempt
<b><u>Description:</u></b>	Provide leadership; administer the affairs of the Walnut Township Local School District in accordance with adopted board of education policies, state and federal regulations and all legal provisions of the Ohio Revised Code

**NOTE:** The below lists are not ranked in order of importance

**Essential Functions:**

- Direct staff negotiations
- Represent the district in its dealings with other school systems, institutions and agencies, community organizations, and the general public
- File state regulation or local school policy reports
- Prepare, with the assistance of the treasurer and other staff members, an annual budget for the board to consider
- Act as the school district's purchasing agent
- Establish and maintain a public relations program to inform the public of the school district's activities and needs
- Serve as a liaison between employees and the board
- Recommend courses of study, curriculum guides, texts changes, and time schedules to the board
- Propose new policies to the board
- Evaluate the school district's progress and needs continuously
- Attend conferences, workshops, and meetings on a local, state, and national level
- Conduct regular district administrative meetings
- Prepare an annual calendar for board adoption
- Evaluate and supervise administrative staff
- Audit the total school program periodically
- Delegate duties to other staff members
- Make assignments, reassignments, and transfers to secure the highest efficiency of the entire staff
- Approve vacation schedules for salaried district employees
- Make board recommendations concerning pupil transportation in accordance with legal and safety requirements
- Recommend new school site location and size and existing school site additions
- Serve as a board liaison between the school district and the community

- Maintain and keep current employee personnel files
- Encourage employee professional growth
- Instruct the board about the educational system and about local, state, and national issues affecting education
- Prepare and distribute a board agenda to board members prior to each regular meeting
- Take immediate action in cases of calamity, acts of nature, or other emergencies
- Attend and participate in board meetings and inform the board of the schools' conditions as their chief executive officer and advisor
- Direct the administrative staff to establish and change, as needed, the school attendance boundary areas
- Appoint, assign, promote, transfer, demote, or suspend board employees, except as otherwise provided by law and by the rules of the board of education
- Direct, assign, and assist educational employees in the performance of their duties
- Direct the professional staff's curriculum evaluation; recommend necessary curriculum revisions to the board for approval
- Certify attendance data and other reports to the Ohio Department of Education
- Recruit needed personnel
- Define processes for gathering, analyzing, and using data for informed decision making
- Provide advice and counsel to the board
- Consult with the board to clarify policy issues
- Maintain respect at all times for confidential information, e.g., board of education executive session discussions, personnel information, security issues
- Interact in a positive manner with staff, students, and parents
- Promote good public relations by personal appearance, attitude, and conversation
- Attend meetings and in-services as required
- Assign the pupils of the district to the proper grades and schools
- Participate in the formulation and revision of salary schedules for certificated and non-certificated personnel
- Advise with regard to all negotiable and nonnegotiable matters concerning personnel
- Engage in research activities pertinent to long-range planning of the operation of the school district
- Work cooperatively with the administrators in establishing a sound program of school safety
- Prepare and maintain a complete and up-to-date school district policy manual
- Disseminate results of board of education meetings to the news media and the staff
- Ensure safety of students

#### **Other Duties and Responsibilities:**

- Communicate personnel matters to employees
- Provide staff in-service education programs
- Set forth student classification and advancement rules
- Assign substitutes to fill temporary vacancies when professional staff members are absent
- Respond to routine questions and requests in an appropriate manner
- Perform other duties as assigned by the board of education
- Respond to routine questions and requests in an appropriate manner

#### **Qualifications:**

- Master's degree from an accredited college or university
- Appropriate State of Ohio superintendent's certification

- Such alternative(s) to the above qualifications as the superintendent and/or the board of education may find appropriate

**Required Knowledge, Skills, and Abilities:**

- Knowledge of various academic areas and teaching methodologies
- Ability to work effectively with others
- Ability to communicate ideas and directives clearly and effectively both orally and in writing
- Effective, active listening skills
- Organizational and problem solving skills
- Ability and skill to operate various computer programs
- Ability to organize and compile data for various state and federal reports
- General understanding of accounting principles
- Ability to handle a multitude of tasks in a timely and simultaneous manner

**Equipment Operated:**

- Computer
- Copy machine
- Fax machine
- Printer
- Telephone

**Additional Working Conditions:**

- Frequent requirement to travel, both daily and overnight
- Occasional weekend/evening/summer work
- Occasional exposure to blood, bodily fluids, and tissue
- Occasional interaction among unruly children
- Frequent operation of a vehicle in inclement weather conditions i.e., being prepared to come to work on all scheduled work days
- Occasional lifting, carrying, pushing, and pulling various items up to a maximum of 50 pounds, e.g., paper boxes, deliveries of supplies and equipment
- Frequent repetitive hand motion, e.g., computer keyboard, typing, calculator, writing
- Frequent requirement to sit, talk, hear, see, read, and speak

This job description is subject to change and in no manner states or implies that these are the only duties and responsibilities to be performed by the incumbent. The incumbent will be required to follow the instructions and perform the duties required by the incumbent's supervisor and/or appointing authority.

\_\_\_\_\_  
Superintendent or designee

\_\_\_\_\_  
Date

My signature below signifies that I have reviewed the contents of the above job description and that I am aware of the requirements of this position.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Adoption date: July 21, 2008

LEGAL REFS: ORC 3319.01; 3319.22

CROSS REFS: CBA, Incapacity of the Superintendent  
CBG, Evaluation of the Superintendent (Also AFB)  
CCA, Organizational Chart  
CCB, Staff Relations and Lines of Authority

## INCAPACITY OF THE SUPERINTENDENT

As the executive officer of the District, the Superintendent has a major responsibility in managing the operation of the schools.

Should the Superintendent become incapacitated, the Board appoints a superintendent pro tempore who shall meet the certificate requirement as established by law. The appointment is made by a majority vote of the Board and only after the conditions relating to incapacity are met in accordance with State law and the Family and Medical Leave Act of 1993.

The Superintendent Pro Tempore performs all the duties and functions of the Superintendent and may be removed at any time by a two-thirds majority vote of the members of the Board or upon return to full-time active service of the Superintendent.

Adoption date: July 21, 2008

LEGAL REFS.: Family and Medical Leave Act; 29 USC 2611 et seq.  
ORC 3319.01; 3319.011; 3319.13; 3319.16

CROSS REFS.: CBA, Qualifications and Duties of the Superintendent  
GBR, Family and Medical Leave

## **RECRUITMENT AND APPOINTMENT OF THE SUPERINTENDENT**

The appointment of a superintendent is a function of the Board. The Board shall conduct an active search to find the person it believes can most effectively translate into action the policies of the Board and the aspirations of the community and the professional staff.

The Board may seek the advice and counsel of interested individuals or of an advisory committee, or it may hire consultants to assist in selection. However, final selection shall rest with the Board after a thorough consideration of qualified applicants.

A vote of the majority of the Board membership present at a Board meeting for which due notice was given of the intended action shall be required for the employment of the Superintendent.

Adoption date: July 21, 2008

LEGAL REFS.: ORC 3319.01; 3319.22

## SUPERINTENDENT'S CONTRACT

The appointment of the superintendent is secured through a written agreement stating the terms of the contract. The contract meets all State requirements and protects the rights of both the Board and the Superintendent.

The Superintendent is appointed for a term not to exceed five years. The term commences on August 1 and continues through July 31 of the year in which the contract expires. The period of time in which a Superintendent's contract may be renewed begins on January 1 of the year prior to the contract's expiration and ends on March 1 of the year in which the contract expires.

Salary and benefits are determined by the Board at the time of the appointment and are reviewed by the Board each year.

If at any time, in the opinion of the majority of Board members, the Superintendent's services are considered unsatisfactory, he/she may be notified and may be given an opportunity to correct the deficiencies. Nothing in this policy shall prevent the Board from making the final determination regarding the renewal or nonrenewal of the Superintendent's contract.

If the Board intends to nonrenew the Superintendent's contract, notice in writing on the intended nonrenewal must be given to the Superintendent on or before March 1 of the year in which the contract expires.

Adoption date: July 21, 2008

LEGAL REFS.: ORC 3319.01; 3319.16; 3319.225

CROSS REFS.: CBA, Qualifications and Duties of the Superintendent  
CBAA, Incapacity of the Superintendent  
CBG, Evaluation of the Superintendent (Also AFB)  
CBI, Board-Superintendent Relationship (Also BCD)

**SUPERINTENDENT'S DEVELOPMENT OPPORTUNITIES**

The Board offers the Superintendent encouragement and assistance for his/her own professional development.

For this purpose, and so that he/she can keep the Board and professional staff informed of new and promising educational developments, it encourages him/her to attend educational conferences, seminars, workshops and other professional meetings, visit other school systems and use other means to keep abreast of modern educational thought and practices.

Adoption date: July 21, 2008

LEGAL REFS.: ORC 3319.01

## EVALUATION OF THE SUPERINTENDENT

The Board evaluates the performance of the Superintendent in order to assist both the Board and the Superintendent in the proper discharge of their responsibilities and to enable the Board to provide the District with the best possible leadership.

Through evaluation of the Superintendent, the Board strives to:

1. clarify the role of the Superintendent as seen by the Board;
2. develop harmonious working relationships between the Board and Superintendent;
3. provide administrative leadership for the District and
4. identify strengths and weaknesses of the Superintendent's performance.

Criteria for the evaluation of the Superintendent are based upon the Superintendent's job description and relate directly to each of the tasks described. The job description and any revisions thereto are developed in consultation with the Superintendent and adopted by the Board.

The Board evaluates the abilities and services of the Superintendent at least once a year.

The evaluation of the Superintendent's abilities and performance is written and made available to and discussed with the Superintendent in conference. The Board must consider the evaluation of the Superintendent in acting to renew or nonrenew his/her contract.

Adoption date: July 21, 2008

LEGAL REFS.: ORC 3319.01

CROSS REFS.: AF, Commitment to Accomplishment  
BDC, Executive Sessions  
CBA, Qualifications and Duties of the Superintendent  
CBC, Superintendent's Contract  
Evaluation forms are maintained in the Superintendent's Office

## **BOARD-SUPERINTENDENT RELATIONSHIP**

The enactment of policies consistent with long-term goals is the most important function of a board, and the execution of the policies should be the function of the Superintendent and staff.

Delegation by the Board of its executive powers to the Superintendent provides freedom for the Superintendent to manage the District within the Board's policies and frees the Board to devote its time to policy-making and appraisal functions.

The Board holds the Superintendent responsible for the administration of its policies, the execution of Board decisions, the operation of the internal machinery designed to serve the District program and keeping the Board informed about District operations and problems.

The Board strives to procure the best professional leader available as its Superintendent. The Board, as a whole and as individual members:

1. gives the Superintendent full administrative authority for properly discharging his/her professional duties, holding him/her responsible for acceptable results;
2. acts in matters of employment or dismissal of personnel after receiving the recommendations of the Superintendent;
3. refers all complaints to the Superintendent for appropriate investigation and action;
4. strives to provide adequate safeguards for the Superintendent and other staff members so that they can discharge their duties on a thoroughly professional basis and
5. presents personal criticisms of any employee directly to the Superintendent.

Adoption date: July 21, 2008

CROSS REFS.: BDC, Executive Sessions  
CBC, Superintendent's Contract

## **ADMINISTRATIVE ORGANIZATION PLAN**

The legal authority of the Board is transmitted through the Superintendent along specific paths from person to person as shown in the Board-approved organizational chart of the District (see CCA).

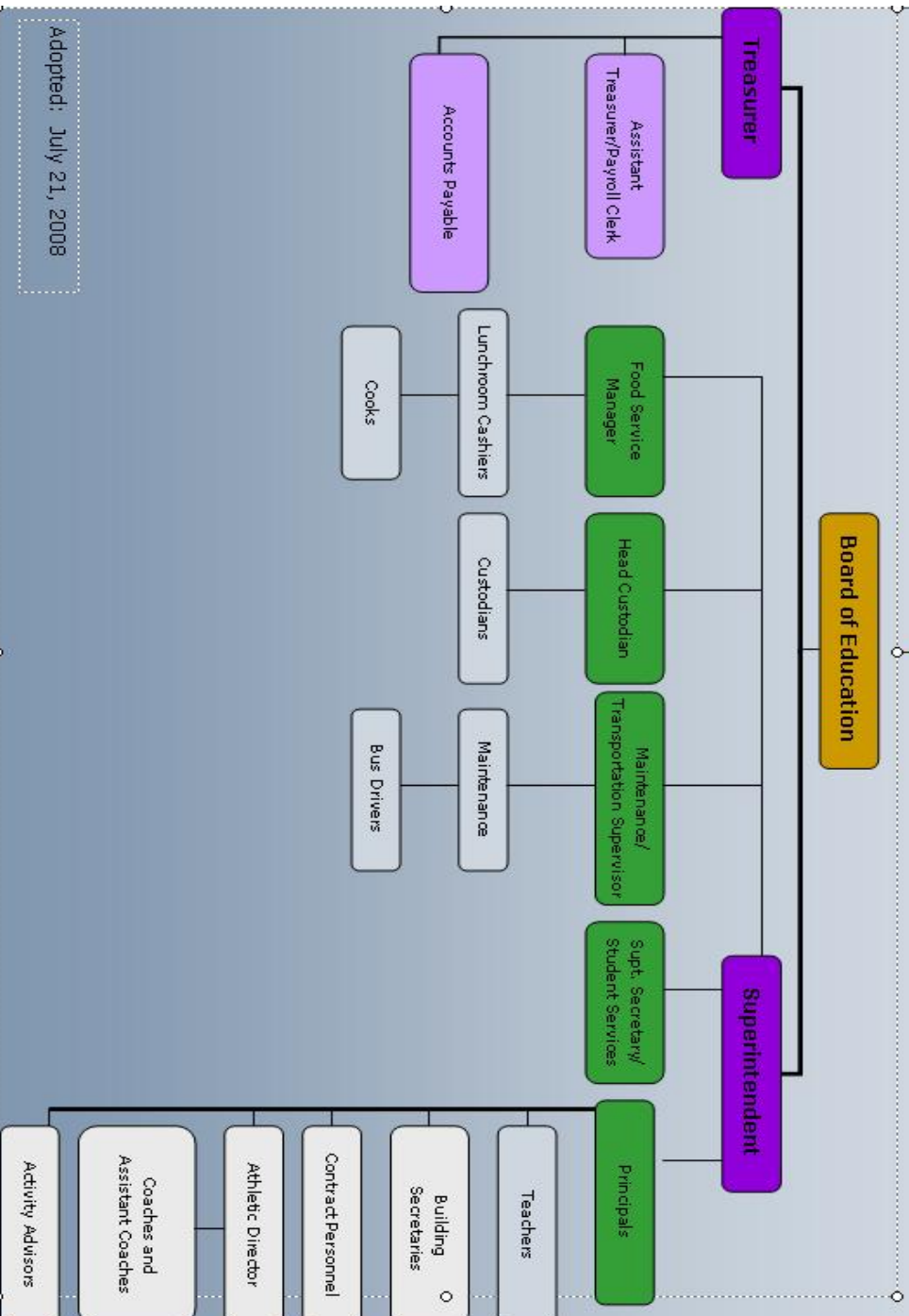
The lines of authority on the chart represent direction of authority and responsibility.

The Superintendent has the freedom to reorganize lines of authority and to revise the organizational chart subject to Board approval of major changes and/or the elimination and creation of positions. The Board expects the Superintendent to keep the administrative structure up to date with the needs for supervision and accountability throughout the school system.

Adoption date: July 21, 2008

CROSS REFS.: CCA, Organizational Chart

# Walnut Township Local Schools Organizational Chart



Adopted: July 21, 2008

## **STAFF RELATIONS AND LINES OF AUTHORITY**

The Superintendent establishes clear understandings on the part of all personnel of the working relationships in the District.

Lines of direct authority are those approved by the Board and are shown on the District's organizational chart.

Personnel are expected to refer matters requiring administrative action to the administrator to whom they are responsible. The administrator refers such matters to the next higher administrative authority when necessary; additionally, all personnel are expected to keep the person to whom they are immediately responsible informed of their activities by whatever means the person in charge deems appropriate.

Lines of authority do not restrict in any way the cooperative, sensible working together of all staff members at all levels in order to develop the best possible school programs and services. The established lines of authority represent direction of authority and responsibility. When the staff is working together, the lines represent avenues for a two-way flow of ideas to improve the program and operations of the District.

Adoption date: July 21, 2008

CROSS REFS.: ABB, Staff Involvement in Decision Making (Also GBB)  
ACAA, Sexual Harassment  
BG, Board-Staff Communications (Also GBD)  
CCA, Organizational Chart  
CD, Management Team  
KL, Public Complaints  
KLB, Public Complaints About the Curriculum or Instructional Materials

## MANAGEMENT TEAM

The Board endorses the management team concept for the District.

The management team of the District consists of two groups.

### Policy Team

The Board, Superintendent and Treasurer comprise the team. The Board President serves as team leader. Primary responsibilities of this team are to establish policies to guide the District and to ensure that the policies are carried out.

### Administrative Team

All administrators within the District comprise this team. The Superintendent serves as team leader. This team is responsible for carrying out the functions of planning, organizing, staffing, implementing and evaluating guided by the policies established by the policy team and adopted by the Board.

The team approach to management represents an attempt to provide close cooperation and effective working relationships among administrative personnel. It is an effort to make the best use of the talents and expertise available by establishing open lines of communication and by providing a supportive environment in which collaborative problem solving and decision making can take place.

Guidelines for implementing this policy are a primary management team concern. These guidelines include procedures for:

1. convening the team;
2. implementing in-service management team training;
3. establishing team evaluation and
4. implementing goals and objectives of the District.

Adoption date: July 21, 2008

CROSS REFS.: CCA, Organizational Chart  
CCB, Staff Relations and Lines of Authority  
CE, Administrative Councils, Cabinet and Committees

## **ADMINISTRATIVE COUNCILS, CABINETS AND COMMITTEES**

The Superintendent may establish such permanent or temporary councils, cabinets and committees as are necessary for proper administration of the Board policies and for the improvement of the total educational program.

All councils, cabinets and committees created by the Superintendent are for the purposes of obtaining the advice and counsel of administrative and supervisory personnel of the District and aiding in District communication. Functioning in an advisory capacity, such groups may make recommendations for submission to the Board through the Superintendent. Authority for establishing policy remains with the Board; authority and responsibility for implementing policy remain with the Superintendent.

The membership composition and responsibilities of administrative councils, cabinets and committees are defined by the Superintendent and may be changed at his/her discretion.

Such councils, cabinets and committees need not meet the requirements of the Sunshine Law.

Adoption date: July 21, 2008

CROSS REFS.: BE, Board Policy Development  
CD, Management Team

## **SCHOOL BUILDING ADMINISTRATION**

Acting with the approval of the Superintendent, each principal shall be the chief administrator of his/her school. All personnel assigned to his/her building shall be directly responsible to him/her. Staff members who work in more than one school shall be responsible to the principal of the school during the time they are working in his/her building.

The Principal is charged with the supervision and direction of the staff and the students assigned to his/her building, and with care of the school facility and its equipment. He/She shall see that the policies and regulations of the Board, the directives of its officers and the guidelines for the instructional program are observed. Within the framework of Board policies and regulations and directives issued by the Superintendent, the Principal may establish and enforce such regulations as he/she deems advisable for the efficient operation of his/her school.

Adoption date: July 21, 2008

## **POLICY IMPLEMENTATION**

The Superintendent is responsible for carrying out, through regulations, the policies established by the Board. It is expected that all Board employees and students follow all Board policies and regulations.

There are many activities which are common to all schools, but procedures for conducting them may vary from building to building. Principals establish procedures for conducting activities in their individual schools within the larger framework of District regulations and Board policies.

The Board delegates to the Superintendent the function of specifying required actions and designing the regulations and detailed arrangements under which the schools operate. They must be consistent with the policies adopted by the Board.

The Board's approval of regulations is accomplished by the same procedure established for the adoption of policies.

The Superintendent devises a means for disseminating particular regulations, prior to their effective dates, to the staff members, students and/or members of the public who are directly affected by them.

Adoption date: July 21, 2008

LEGAL REFS.: ORC 3317.17; 3313.20; 3313.47

CROSS REFS.: CHB, Board Review of Regulations (Also BFCA)

## **BOARD REVIEW OF REGULATIONS**

The Board reviews regulations developed by the administration to implement policy. The Board revises or nullifies such regulations only when they are inconsistent with policies adopted by the Board or when they are not in the best interest of the District.

Before issuance, Districtwide regulations are properly titled and coded as appropriate to subject and in conformance with the codification system selected by the Board. Those officially approved by the Board are so marked; all others appearing in the manual are considered approved, provided that they are in accordance with the accompanying Board policy.

Adoption date: July 21, 2008

LEGAL REFS.: ORC 3317.17; 3313.20; 3313.47

CROSS REFS.: BE, Board Policy Development  
CH, Policy Implementation

## **APPROVE OF HANDBOOKS AND DIRECTIVES**

In order that pertinent Board policies, regulations and school rules are known by all staff members and students affected by them, administrators are granted authority to issue staff and student handbooks as necessary. Handbooks are distributed to students at the beginning of each school year and it is the responsibility of the students and their parents to review and become familiar with all policies and rules contained in the handbooks.

It is essential that the contents of all handbooks conform to Districtwide policies and regulations and that all handbooks bearing the name of the District be of a quality that reflects credit on the District. Student handbooks should be consistent by both grade and building levels. Administrators at all levels should review handbooks for consistency. The Board approves all handbooks prior to publication.

The Board reviews and approves the handbooks in order that the contents are accorded the legal status of Board-approved policies and regulations. The Superintendent uses his/her judgment as to whether other specific handbooks need Board approval.

All handbooks published are to be made available to the Board for informational purposes.

Adoption date: July 21, 2008

LEGAL REFS.: ORC 3313.20

**ADMINISTRATION IN POLICY ABSENCE**

In the absence of Board policy, the Superintendent may take temporary action which would be in accordance with the overall policy of the Board. The Superintendent is not free to act when the action involves a duty of the Board which by law cannot be delegated.

In each case, the Superintendent shall present the matter to the Board for its consideration at its next meeting.

Adoption date: July 21, 2008

LEGAL REFS.: ORC 3313.18; 3313.20

CROSS REF.: BF, Board Policy Development

# WALNUT TOWNSHIP LOCAL SCHOOLS

## SECTION C: GENERAL SCHOOL ADMINISTRATION

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<u>CA</u>	Administration Goals
<u>CAA</u>	District Administration Priority Objectives
<u>CB</u>	School Superintendent
<u>CBA</u>	Qualifications and Duties of the Superintendent
<u>CBAA</u>	Incapacity of the Superintendent
<u>CBB</u>	Recruitment and Appointment of the Superintendent
<u>CBC</u>	Superintendent's Contract
<u>CBD</u>	Superintendent's Compensation and Benefits
<u>CBE</u>	Superintendent's Development Opportunities
<u>CBF</u>	Superintendent's Consulting Activities
<u>CBG</u>	Evaluation of the Superintendent (Also <a href="#">AFB</a> )
<u>CBH</u>	Superintendent's Termination of Employment
<u>CBHA</u>	Superintendent's Retirement
<u>CBI</u>	Board-Superintendent Relationship (Also <a href="#">BCD</a> )
<u>CC</u>	Administrative Organizational Plan
<u>CCA</u>	Organizational Chart
<u>CCB</u>	Staff Relations and Lines of Authority
<u>CD</u>	Management Team
<u>CE</u>	Administrative Councils, Cabinets and Committees
<u>CF</u>	School Building Administration
<u>CG</u>	Special Programs Administration
<u>CGA</u>	Summer Program Administration
<u>CGB</u>	Adult Education Program Administration
<u>CGC</u>	State and Federal Programs Administration
<u>CH</u>	Policy Implementation
<u>CHA</u>	Development of Regulations
<u>CHB</u>	Board Review of Regulations (Also <a href="#">BFCA</a> )
<u>CHC</u>	Regulations Dissemination
<u>CHCA</u>	Approval of Handbooks and Directives
<u>CHD</u>	Administration in Policy Absence (Also <a href="#">BFE</a> )
<u>CI</u>	Temporary Administrative Arrangements
<u>CJ</u>	Administrative Intern Program
<u>CK</u>	Program Consultants
<u>CL</u>	Administrative Reports
<u>CM</u>	School District Annual Report