

CONCEPTS AND ROLES

The Board of Education recognizes that District administration performs essential roles and functions in support of student learning, including the provision of instructional support and services to schools as well as the responsible management of noninstructional operations. The Superintendent or designee may make decisions concerning District operations within the parameters of law and Board policy.

The Board expects the Superintendent to provide leadership in developing administrative regulations and organizational structures, decision making processes, and staff action plans that allow the District to fulfill its vision and goals. The Board expects the Superintendent to help shape the culture and environment of the District in a manner that instills confidence in District schools, encourages positive relationships with the community, and focuses District operations on enhancing student achievement.

(cf. 0100 – Philosophy of the School District)

(cf. 0200 – Goals for the School District)

(cf. 0500 - Accountability)

The Board and Superintendent shall work together as a team in the exercise of District governance. The Board and Superintendent shall establish protocols and describe how the governance team will operate, including, but not limited to, agreements regarding Board meeting operations and communications between the Superintendent and the Board.

(cf. 9000 – Role of the Board)

(cf. 9005 – Governance Standards)

Because the Superintendent is the only District employee who is directly selected and evaluated by the Board, the Board has a responsibility to ensure that the Superintendent possess the skills and attributes that best meet the needs of the District.

The Board and Superintendent shall agree upon a system for evaluating the Superintendent, including the evaluation criteria, method, evaluation instrument, process, and timeline.

The Superintendent may delegate to other District staff any duties imposed upon him/her by the Board. This delegation shall not relieve the Superintendent of responsibility for actions taken by his/her designees.

(cf. 1220 - Citizen Advisory Committees)

(cf. 2210 - Administrative Leeway in Absence of Governing Board Policy)

(cf. 2230 - Representative and Deliberative Groups)

(cf. 4300 Administrative and Supervisory Personnel)

(cf. 4301 – Administrative Staff Organization)

(cf. 4315 - Certificated Management Evaluations)

Legal references on next page:

CONCEPTS AND ROLES (continued)

Legal Reference:

EDUCATION CODE

- 35020 Duties of employees fixed by governing board*
- 35026 Employment of district superintendent by certain district*
- 35028 Qualifications for employment*
- 35029 Waiver of credential requirements*
- 35031 Term of employment*
- 35033 District superintendent for certain districts*
- 35034 District superintendent of certain districts*
- 35035 Powers and duties of superintendent*
- 35160 Authority of governing boards*
- 35160.1 Broad authority of school districts*
- 35161 Powers and duties generally*

Management Resources:

CSBA PUBLICATIONS

Maximizing School Board Governance: Superintendent Selection And Employment, 2006

Maximizing School Board Governance: Superintendent Evaluation, 2005

Superintendent Governance Standards, 2001

CSBA Professional Governance Standards 2000

WEB SITES

CSBA: <http://www.csba.org>

Association of California School Administrators: <http://www.acsa.org>

American Association of School Administrators: <http://www.aasa.org>

Policy

adopted: May 19, 2003

revised: November 13, 2006

TORRANCE UNIFIED SCHOOL DISTRICT

Torrance, California

SUPERINTENDENT OF SCHOOLS

Head of School District

The Superintendent shall be the executive head of the school District and is recognized as the educational leader for the community. For effective performance of duties, the Superintendent is delegated authority commensurate with the responsibilities of the position. The Superintendent shall have the power to make rules and regulations to govern the routine matters of school administration.

Delegation of Administrative Duties

The Superintendent may delegate to associates any of the powers and duties that the Board of Education has entrusted the Superintendent, but in every instance that a power or duty is delegated the Superintendent shall continue to be accountable to the Board for the execution of the power or duty delegated.

The Superintendent as Advisor to the Board

The Superintendent shall be the professional advisor to the Board. By professional training and experience, the Superintendent shall be acquainted with executive techniques for managing a school system and be familiar with the basic policies that govern an educational program. The Superintendent shall regularly report to the Board regarding educational matters. The Board encourages the practice of demonstrating methods of teaching, materials, and student displays.

Professional Activities

The Superintendent shall participate broadly in the state and regional professional activities as a representative of the District and the Board. The Board deems such participation necessary if the Superintendent is to be well informed of present educational practices. The Board expressly requests the Superintendent to attend as its representative the annual convention of the Association of California School Administrators, and other appropriate meetings and conventions at the discretion of the Board.

Agent of the Board

The Superintendent will serve as the agent of the Board in relationship with other school districts, with other divisions of local, county or state government, and with the profession in executing the policies of the Board pertaining thereto.

SUPERINTENDENT OF SCHOOLS (continued)

Maintaining District Records

The Superintendent shall keep annual records and make an annual report on the physical condition and the progress of the schools. Such other records may be kept and such other reports made as the Board may request or may be indicated by the best interests of the school administration.

(cf. 2110 – Superintendent Responsibilities and Duties)

Legal References:

EDUCATION CODE

35020 Duties of employees fixed by governing board

35026 Employment of district superintendent by certain districts

35028 Qualifications for employment

35029 Waiver of credential requirement

35031 Term of employment (up to four years)

35032 Salary increases

35033 District superintendent for certain unified school districts (on formation of district)

35034 District superintendent of certain unified districts

35035 Additional powers and duties of superintendent

39656 Delegation of powers to agents; liability of agents

39657 Delegation of authority to purchase supplies, equipment and services; limitations on expenditure

SUPERINTENDENT OF SCHOOLS: JOB DESCRIPTION

The Superintendent is directly responsible to the Board of Education, serves as chief executive of the Board, and supervises all District operations in accordance with Board policies. Although the Superintendent may delegate appropriate powers and duties so that operational decisions can be made at various administrative levels, he/she is responsible for the execution of these powers and duties and will establish administrative regulations as needed to manage the District.

Duties Related to the Board

The Superintendent:

1. Advises the Board on the need for new and/or revised policies and makes policy recommendations based on data and input from staff and advisory committees.
2. Submits to the Board recommendations relative to all matters requiring Board action, together with the materials needed for informed decisions.
3. Reports periodically on all District operations.
4. Conducts special studies requested by the Board.
5. Secures legal opinions when needed.
6. Submits staff members' communications to the Board or to Board committees at regular Board meetings, with or without recommendations.
7. Provides advice and leadership to the Board and to the District's chief negotiator during the collective bargaining process.
8. As secretary to the Board, prepares the agenda and minutes of Board meetings, handles Board correspondence, and maintains all Board records, contracts, securities and other documents.

Duties Related to Staff

The Superintendent:

1. Coordinates the work of all schools and departments.
2. Directs the employment and assignment of administrative staff and coordinates administrative staff activities.

SUPERINTENDENT OF SCHOOLS: JOB DESCRIPTION (continued)

3. Selects and recommends to the Board the best qualified and most competent candidates for employment, in accordance with nondiscrimination policy and affirmative action plans.
4. Advises the Board regarding the leave, classification, retirement, resignation, promotion, suspension or dismissal of District employees.
5. Assigns personnel within the District in accordance with Board policy and the collective bargaining agreement.
6. Arranges for the evaluation of each staff member and identifies appropriate opportunities for continued professional development.
7. Maintains appropriate channels of communication within the District and ensures that staff is informed about relevant federal, state, and county laws, District policies, regulations and procedures, and matters related to the improvement and welfare of the schools.

Duties related to Students and the Educational Program

The Superintendent:

1. Enforces compulsory attendance laws.
2. Continuously observes the instructional program in schools and provides the Board with regular evaluations of District programs and student progress.
3. Together with staff, studies the curriculum and makes recommendations to the Board regarding the courses of study, major changes in texts and times schedules, and potentially sound innovative programs.
4. Apprise the Board of contemporary educational practices and related legislative issues, which he/she discovers by reading, attending professional conferences, and visiting other school systems.
5. Under appropriate circumstances, recommends to the Board a student's suspension or expulsion.

Duties Related to Noninstructional Operations

The Superintendent:

SUPERINTENDENT OF SCHOOLS: JOB DESCRIPTION (continued)

1. Seeks and identifies sources of income and funding.
2. Maintains and updates adequate census and scholastic records, business and property records, and personnel records.
3. Submits to the Board periodic financial and budgetary reports, which identify the District's outstanding obligations.

(cf. 3460 – Financial Reports and Accountability)

4. Annually prepares and submits to the Board the District budget for the upcoming year; revises this budget or takes other related action as the Board designates.

(cf. 3100 – Budget)

5. Approves all expenditures in accordance with Board policy and within Board-approved appropriation limits.
6. Makes recommendations to the Board regarding the maintenance, safety, improvement and/or expansion of school facilities, sites, equipment, and transportation services.
7. Develops instructions and regulations governing the use and care of school properties for school purposes.

Duties related to the Community

The Superintendent:

1. Represents and advocates for the Board in relationships with city, county and state governments, private agencies, and the school community.
2. Sees that the community is informed about school matters through the school accountability report card and other informational materials.
3. Participates in appropriate community organizations and functions to obtain support for the attainment of District goals.
4. Hears complaints against the schools and resolves controversies between employees or between employees and students or parents/guardians.

Regulation
approved: May 19, 2003

TORRANCE UNIFIED SCHOOL DISTRICT
Torrance, California

SUPERINTENDENT RESPONSIBILITIES AND DUTIES

The Board of Education desires to set clear expectations of the Superintendent's responsibilities and duties in order to establish a productive working relationship with the Superintendent, ensure that the work of the Superintendent is focused on achievement of the District's mission and goals, and provide a fair basis for holding the Superintendent accountable. The responsibilities are detailed in law, Board policy and the Superintendent's contract.

(cf. 2000 - Concepts and Roles)

As the chief executive officer of the District, the Superintendent shall implement all Board decisions and manage the schools in accordance with law and Board policies. The Superintendent has responsibilities related to students and the instructional program, personnel, noninstructional operations, and the community. The Superintendent also serves as a member of the District's governance team and has responsibilities to support Board operations and decision making.

(cf. 2210 - Administrative Leeway in Absence of Governing Board Policy)

(cf. 9000 - Role of the Board)

The Superintendent may delegate any of his/her responsibilities and duties to other District staff but remains accountable to the Board for all areas of operation under the Superintendent's authority.

(cf. 4301 – Administrative Staff Organization)

Legal Reference:

EDUCATION CODE

17604 Delegation of powers to agents

17605 Delegation of authority to purchase supplies, equipment and services

35020 Duties of employees set by governing board

35026 Employment and duties of district superintendent

35035 Additional powers and duties of superintendent

48900 Authority of superintendent to recommend suspension or expulsion

Management Resources:

CSBA PUBLICATIONS

Maximizing School Board Leadership, 1996

WEB SITES

CSBA: <http://www.csba.org>

ACSA: <http://www.acsa.org>

ADMINISTRATIVE LEEWAY IN ABSENCE OF BOARD OF EDUCATION POLICY

Through Board of Education policy, the Board tries to anticipate critical policy issues that may affect District students and operations. However, the Board recognizes that questions may arise in the day-to-day operations of the schools that are not addressed in Board policy or administrative regulations. When resolution of such issues demands timely action, the Superintendent or designee shall have the authority to act on behalf of the District.

(cf. 2110 - Superintendent Responsibilities and Duties)

(cf. 9000 - Role of the Board)

(cf. 9310 - Board Policies)

If the matter involves a policy decision that is likely to be controversial, or a matter that has a significant impact on student learning or safety, the Superintendent or designee shall notify the Board president as soon as practicable after its occurrence. The Board president or Superintendent shall then inform the Board as appropriate.

The Board president may schedule a review of the action at the next regular Board meeting.

If the action indicates the need for additions or revisions in Board policies, the Superintendent or designee shall make the necessary recommendations to the Board.

Legal Reference:

EDUCATION CODE

35035 Powers and duties of superintendent

ORGANIZATION CHART/LINES OF RESPONSIBILITY

The Superintendent shall maintain a current District organization chart. The organization chart shall clearly designate lines of primary responsibility and the relationships between all District positions.

The organization chart should clarify working relationships and functions. It is not intended to indicate all the lines of communication and cooperation that must exist to create successful and effective schools.

The Superintendent or designee shall insure that all personnel understand to whom they are responsible and for what functions. Lines of responsibility should in no way prevent staff members at all levels from cooperating to develop the best possible school programs and services.

(cf. 2100 – Superintendent of Schools)

(cf. 2210 – Administrative Leeway in Absence of Board Policy)

Legal Reference:

EDUCATION CODE

35010 Control of district; prescription and enforcement of rules

35020 Duties of employees fixed by governing board

35035 Powers and duties of superintendent

35160 Authority of governing boards

35160.1 Broad authority of school districts

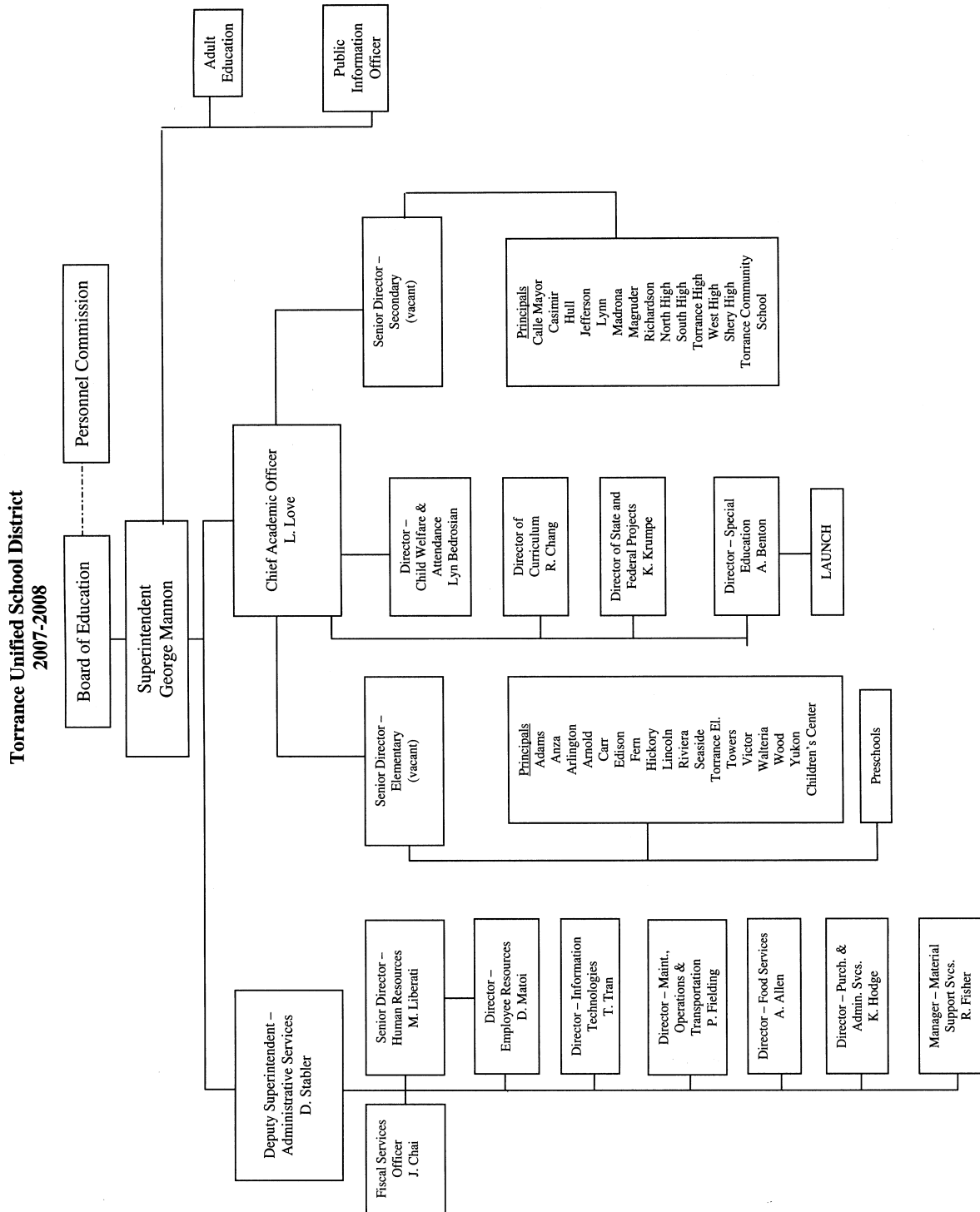


Exhibit
version: May 19, 2003, June 18, 2007
revised: September 5, 2006, June 18, 2007

TORRANCE UNIFIED SCHOOL DISTRICT
Torrance, California

REPRESENTATIVE AND DELIBERATIVE GROUPS

The Board of Education believes that broad input on District operations and policy from staff, parents/guardians, students and members of the public can provide the District with a diversity of viewpoints and expertise, help build a sense of ownership of the schools, enhance District efficiency and assist District communications. As desired, the Superintendent or designee may establish a management team, administrative councils, task forces, cabinets or committees in accordance with law.

(cf. 1220 - Citizen Advisory Committees)
(cf. 4301 – Administrative Staff Organization)

The Superintendent or designee shall define the membership, composition, and responsibilities of these groups. The Superintendent or designee may establish, change or dissolve these groups at his/her discretion.

Groups established by the Superintendent or designee shall act in an advisory capacity unless specifically authorized to act on behalf of the Superintendent or designee. Advisory groups shall submit their recommendations to the Superintendent or designee, who may report the recommendations to the Board as appropriate.

(cf. 9130 - Board Committees)

Expenses incurred for consulting services, materials, travel or other related operations shall be approved by the Superintendent or designee in advance.

(cf. 3350 - Travel Expenses)

Legal Reference:

EDUCATION CODE

35160.1 Broad authority of school districts

45100.5 Senior classified management positions

45256.5 Designation of certain senior classified management positions

GOVERNMENT CODE

3540.1 Definitions

54952 Legislative body, definition