

Menno School District	NEPN Code: CBA
Policy Manual	

QUALIFICATIONS AND DUTIES OF THE SUPERINTENDENT

TITLE: Superintendent of Schools.

QUALIFICATIONS: Required state certification with at least a master's degree. Successful experience as an educational leader and administrator with not less than five years public school experience. Other qualifications as determined by the Board.

REPORTS TO: School Board.

SUPERVISES: Central office administrators and school principals; through them, all personnel of district.

JOB GOAL: To provide for effective administration of all schools and departments, and educational leadership throughout the school system and community.

SELECTED CRITERIA FOR SUPERINTENDENT EVALUATION

Management Techniques

1. Administers board policy:
 - a) Recognizes the need for policy oriented decisions for consistency.
 - b) Involves board and staff in the process of policy development.
 - c) Demonstrates a thorough knowledge of board policy.
 - d) Applies school policy reasonably and uniformly.
 - e) Views policy as a means rather than an end; accommodates exceptions necessary to accomplish school purposes efficiently.
 - f) Demonstrates a personal commitment to school policy.
 - g) Communicates policy expectations to staff to ensure knowledge of policies.

2. Assumes leadership in the implementation of the district's goals and philosophy of education:
 - a) Demonstrates an ability to convey district goals and philosophy.
 - b) Effectively gives and receives input to and from staff and community on philosophy and goals of the district.
 - c) Generates confidence through leadership and quality decisions based on the philosophy and goals of the district.
3. Takes an active role in the development of salary for all personnel:
 - a) Participates in the preparation, monitoring, and implementation of salary/compensation for all personnel based on prior board approval.
 - b) Secures adequate financial resources and support to fund salary commitments of the district.
 - c) Seeks input from and communicates with staff when making salary recommendations and decisions.
4. Inspires others to highest professional standards:
 - a) Possesses the professional credentials appropriate for the position.
 - b) Demonstrates the job-related skills for the position.
 - c) Actively pursues staff development activities for job improvement.
 - d) Has ability to inspire and challenge others to reach professional goals.
5. Organizes a planned program of staff evaluation and development:
 - a) Demonstrates commitment to the importance of evaluation.
 - b) Is fair and corrective in staff evaluation.
 - c) Is available to counsel and assist staff.
 - d) Provides staff development opportunities to support the evaluation process.
6. Supervises operations, insisting on competent and efficient performance:
 - a) Provides help and assistance for those supervised.
 - b) Demonstrates desired behavior to those supervised.

- c) Has ability to diagnose the concerns and problems of those supervised.
 - d) Has ability to prescribe resolutions for the problems of those supervised.
 - e) Has ability to communicate expectations to those supervised.
7. Determines that funds are spent wisely and that adequate control and accounting procedures are maintained:
- a) Provides effective direction and monitoring of fiscal accounting procedures as prescribed by the school board and the state.
 - b) Effectively administers the school budget.
 - c) Actively participates in the development of policy and procedures for sound fiscal management.
8. Evaluates financial status and makes recommendations for necessary funding:
- a) Monitors financial well being of district on a regular basis.
 - b) Communicates district financial status to school board, staff, and community as necessary.
 - c) Determines and recommends reasonable funding needs to the board.
 - d) Actively works to improve school district funding on the local, state, and national level.
9. Plans and reports on the present and future needs of the total school program:
- a) Demonstrates the ability to anticipate the issues, problems and needs of the school, present and future.
 - b) Develops short-term and long-range goals to meet district needs.
 - c) Communicates status of school program to the board and community.
10. Keeps informed about the instructional program:
- a) Evaluates and monitors instructional program throughout the year.
 - b) Provides curriculum direction and leadership.
 - c) Insures coordination of the instructional program district-wide.

Staff Relations

1. Participates with staff, board, and community in studying and developing the curriculum improvement process, implementation and evaluation:
 - a) Establishes committees for the purposes stated.
 - b) Has agendas or minutes for meetings.
 - c) Reports to the board about committee meetings.
2. Provides procedures in curriculum work that utilize the abilities and talents of the professional staff and lay people of the community:
 - a) Selection of the committees.
 - b) Gives information to the committees.
 - c) Adequate time is allotted committees to complete their task.
3. Meets and confers with staff to promote understanding of the interest and will of the board:
 - a) Schedules meetings with the staff.
 - b) Understands the interest and will of the board.
 - c) Sends informational memos to the staff.
4. Develops and executes sound personnel procedures and practices:
 - a) Considers changes to personnel procedures.
 - b) Uses appropriate situational leadership techniques when dealing with personnel.
 - c) Staff understands the direction in which the Superintendent is leading.
5. Insists on performance of duties and treats all personnel without favoritism or discrimination:
 - a) Makes decisions on each individual case.
 - b) Follows school policy.
 - c) Gives positive reinforcement to personnel.

6. Delegates authority to staff members appropriate to the position each holds:
 - a) Gives authority to staff members.
 - b) Suggests decisions.
 - c) Uses a reporting system for decisions rendered.
7. Encourages participation of appropriate staff members and groups in policy planning, procedures, interpretation and recommendations:
 - a) Include groups in policy development.
 - b) Uses procedures to gain involvement.
 - c) Has listening skills.
8. Evaluates or provides for procedure to evaluate the performance of staff members, giving commendation for good work as well as constructive suggestions for improvement:
 - a) Uses an evaluation policy.
 - b) The evaluation provides for increased productivity.
 - c) There are evidences of commendation.

Board Relations

1. Keeps the board informed on issues, needs and operation of the school system:
 - a) There is information on agenda items.
 - b) There are back-up information on difficult issues.
 - c) The Superintendent's explanation presents unbiased information on all sides of issues.
 - d) The Superintendent encourages members' attendance at workshops, conventions, etc. to improve their information.
 - e) The Superintendent suggests resources in a constant effort to help board members be informed and knowledgeable, not only about their own district, but about education in general.

2. Offers professional advice to the board on items requiring board action, making recommendations based on thorough analysis. Uses legal counsel when appropriate:
 - a) The Superintendent makes available appropriate staff to speak/discuss a particular interest/concern, or he or she is unwilling to take that risk, preferring that all positions/stands on issues come to the board through him.
 - b) It is apparent that the Superintendent remains abreast of current literature, research, etc., in the field of education (i.e. read).
 - c) The Superintendent takes advantage of opportunities to take part in workshops, conventions, etc. (i.e., travel, personal encounters).
 - d) The Superintendent makes an effort to communicate in plain English, rather than education-ese, not only with board members, but in the community, to make sure his or her "professional advice" is readily understandable to all involved.
 - e) The Superintendent preserves the attorney's intent when providing his or her counsel.
3. Bases any position upon principle and philosophy. Makes every effort to convey those beliefs to the board. If the board's position is otherwise, the Superintendent supports the board's position:
 - a) The Superintendent's positions are based on recent research and data.
 - b) The Superintendent makes educationally sound recommendations to the board.
 - c) The Superintendent is sensitive to the board's need to be accountable to the taxpayers.
 - d) The Superintendent recognizes that public education is a partnership.

4. Makes recommendations for employment, promotion, and/or dismissal of personnel, and accepts responsibility for the recommendations. If the recommendation is not accepted by the board, the Superintendent willingly seeks another qualified person to recommend:
 - a) The Superintendent fully appreciates that data and facts are more important for dismissal than for hiring.
 - b) The Superintendent has available supporting data with regard to hiring.
 - c) The Superintendent makes every effort to bring into the system the best possible candidates.
5. Goes directly to the board when an honest, objective difference of opinion exists between the Superintendent and any or all members of the board, in an earnest effort to resolve such difference:
 - a) The Superintendent directly communicate problems with the board.
 - b) The Superintendent tries to deal effectively and fairly with uncompromising differences between board members and/or between majority/minority of the board.
 - c) The Superintendent is able to rise above personality differences or even conflicts between himself or herself and some board members.
 - d) The Superintendent is able to handle appropriately an "overstepping" of the bounds of the working relationship (i.e. administering vs. governing).
 - e) The Superintendent is able/willing to risk calling in an outside resource person to help with conflict resolution, rather than just letting it go on.

Community and Public Relations

1. Supports board policy and actions:
 - a) Advocates board decisions, even when his or her advice was contrary to adopted policy and actions.
 - b) Refrains from sharing his opposing views outside the board meeting.
 - c) Strives to be constructive in supporting board leadership.

2. Earns respect and support of the community in the management of school operations:
 - a) Publicizes school policies and procedures in a positive manner.
 - b) Demonstrates fairness and equity in dealing with students, teachers, and members of the public.
 - c) Refrains from giving special privileges to any person or group.
 - d) Endeavors to provide the best educational system with available resources.
 - e) Provides leadership in articulating the needs of the school system to the public.
3. Solicits opinions from divergent groups and individuals and responds respectfully to identified problems:
 - a) Maintains an open-door policy, free from recrimination.
 - b) Refrains from categorizing people and their opinions.
 - c) Makes an honest effort to document and address areas of concern.
 - d) Develops plans of assistance to alleviate identified problems.
4. Develops and maintains cooperative relationships with the news media:
 - a) Provides new media with regular and complete updates on school events.
 - b) Encourages student/media cooperation.
 - c) Is prompt and regular with media contacts.
5. Participation in community life and activities:
 - a) Is known as a contributing member in the community.
 - b) Makes an effort to know family members of students through community activities.
6. Establishes credibility as a community leader in public education:
 - a) Provides leadership in public education.
 - b) Is available as a resource person for local groups.
 - c) Facilitates educational opportunities for all age levels.

7. Works cooperatively with public and private agencies:
 - a) Makes an effort to integrate school activities with the community calendar.
 - b) Encourages joint decisions with public and private agencies when making school decisions that affect them.

Personal Qualities

1. Defends principle and conviction in the face of pressure and partisan influence:
 - a) Displays strong character in beliefs and defends what is right.
 - b) Demonstrates the ability to cope with pressure and influence in dealing with difficult situations.
 - c) Deals with people in a straightforward, professional manner.
2. Seeks and accepts constructive criticism:
 - a) Utilizes available resources to improve performance.
 - b) Accepts constructive criticism and suggestions for improvement without becoming defensive.
 - c) Seeks continuously to improve professional performance.
3. Demonstrates the ability to work well with individuals and groups:
 - a) Meets regularly with public groups and individuals to share information and receive input.
 - b) Responds to the concerns of the public.
 - c) Demonstrates genuine concern and caring for individuals.
 - d) Establishes effective interaction with community agencies, including the school board, faculty, support staff, business and service groups.

4. Serves as a model for wellness in appearance, personal habits, and behavior:
 - a) Dresses and behaves in a manner appropriate for the position.
 - b) Demonstrates a manner that conveys personal responsibility and high expectations of self, colleagues, and students.
 - c) Is an effective model for those with whom he or she works.
 - d) Has achieved a balance between self-confidence and humility.
5. Speaks and writes effectively:
 - a) Has the ability to listen, understand and appreciate.
 - b) Is effective in both oral and written expression.
 - c) Is sensitive to the need for good communication.
 - d) Has an appreciation for both formal and informal communication channels.
 - e) Demonstrates the ability to receive and send messages appropriate for the issue and the situation.
6. Maintains composure when faced with unexpected or disturbing turn of events:
 - a) Displays the ability to cope with difficult situations.
 - b) Meets crisis situations in a straightforward and professional manner and resists the temptation to ignore significant school problems.
 - c) Is receptive to the suggestions of others, regardless of their place in the organization, when faced with difficult reactions.
 - d) Is fair-minded and consistent in his or her positions and reactions.
7. Enjoys and appropriate sense of humor:
 - a) Is open, friendly, and empathetic.
 - b) Has a mature sense of humor.
 - c) Is consistently positive and pleasant.

Professional Growth, Leadership, and Conduct

1. Continues professional development through reading, course work, conference attendance, professional committee work, and interaction with educators from other districts:
 - a) Is involved in reading, course work and conference attendance.
 - b) Is available for professional committees.
 - c) Attends area administrators' meetings.
2. Develops, uses, and evaluates effective approaches to improve job performance:
 - a) Has a professional development plan.
 - b) Communicates areas for improvement.
 - c) Recognizes researched, effective improvement plans.
3. Behaves in a manner expected of the community's educational leader:
 - a) Is involved in community activities.
 - b) Is recognized as an educational leader.
 - c) Is sensitive to community issues.
4. Adheres to the Professional Administrator Practices and Practices Commission code of ethics, as stated in the Administrative Rules of South Dakota:
 - a) Knows the code of ethics.
 - b) Recognizes the limits of the code of ethics.
 - c) Speaks positively of the code of ethics.

Legal References: SDCL 1-25-2(1); SDCL 13-42-70

Adopted: 12-8-08

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