

CONCEPTS AND ROLES

The general goal of the district's administration shall be to create an environment in which students learn most effectively. This shall be accomplished through the implementation of Board policies under the direction of the Superintendent. Administrative duties and functions shall be evaluated in terms of the contribution made to improving instruction and learning. The Board of Education shall rely on its chief executive officer, the Superintendent, to provide the professional administrative leadership at the district level.

The Superintendent or designee may make decisions concerning district operations within the parameters of law and Board policy.

The Superintendent shall 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 also expects the Superintendent to help shape the culture and environment of the district in a manner that focuses district operations on enhancing student achievement, encourages positive relationships within the community, and instills confidence in district schools.

The Board and Superintendent shall work together as a team in the exercise of district governance. The Board and Superintendent shall establish protocols that 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.

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 possesses the skills and attributes that best meet the needs of the district.

The district's administrative organization shall be designed so that all divisions and departments of the central office and all schools are part of a single system. Principals and central office administrators are all expected to administer their units in accordance with Board policy and the Superintendent's rules and regulations.

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

The Board directs the Superintendent to develop mechanisms which shall make administrative decisions more responsive to the specific needs of individual students and the school community.

The Superintendent, principal(s), and all other administrators shall have the authority and responsibility necessary for their specific administrative assignment. Each shall likewise be accountable for the effectiveness with which the administrative assignment is carried out. The Board shall be responsible for clearly specifying requirements and expectations of the Superintendent. The Superintendent shall be accountable and evaluated on how well those

CONCEPTS AND ROLES (continued)

requirements and expectations have been met. In turn, the Superintendent shall be responsible for clearly specifying requirements and expectations of all other administrators. He/she shall hold each accountable and evaluate how well requirements and expectations have been met.

Major goals of administration in the district shall be:

1. To manage the district's various departments, units, and programs effectively.
2. To provide professional advice and counsel to the Board and to advisory groups established by Board action.
3. To implement a management system that will ensure the best and most effective learning programs. This shall be achieved by:
 - a. Providing leadership in keeping abreast of current educational developments
 - b. Arranging for staff development necessary for the establishment of instructional programs which will meet the needs of students
 - c. Coordinating the improvement of instructional programs; facilities, equipment and materials
 - d. Providing staff, students and parents access to the shared decision-making process for the improvement of schools.

Legal Reference: (see 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>
- American Association of School Administrators: <http://www.aasa.org>
- Association of California School Administrators: <http://www.acsa.org>

STATEMENT OF MANAGEMENT

The management of the district shall be based upon the following principles:

1. A management team that:
 - a. Promotes mutual trust, confidence and respect among all district employees.
 - b. Practices participatory management that involves employees in the decision making process.
 - c. Facilitates the achievement of district, department and individual goals and objectives through the effective use of available resources and personnel.
 - d. Fosters open and effective lines of communication.
 - e. Encourages each employee to accept responsibility and achieve to his/her greatest potential.
 - f. Values specific programs in terms of how they achieve stated objectives.
2. A recognition that each employee is a valued member of the district and is entitled to:
 - a. Be clearly informed regarding district goals and objectives, decisions, directives and programs.
 - b. Have only one supervisor who provides regular and formal assessments regarding their job performance.
 - c. Have the necessary resources to complete their assigned responsibilities.
 - d. Have expectations that their manager/supervisor is:
 - (1) Fair, sincere and honest
 - (2) Supportive
 - (3) Open to ideas
 - (4) A good listener
 - (5) Organized and knowledgeable
3. Every employee is expected to strive for absolute integrity in their professional relationships both within and outside of the district.

SUPERINTENDENT RESPONSIBILITIES AND DUTIES

The Board of Education desires to establish a productive working relationship with the Superintendent and to ensure that the work of the Superintendent is focused on student learning and achievement and the attainment of the district's vision and goals. The Board also desires to provide a fair basis for holding the Superintendent accountable. The responsibilities of the Superintendent are detailed in law, in the Superintendent's contract, and throughout Board policies and administrative regulations.

The Board shall clarify expectations and goals for the Superintendent at the beginning of every evaluation year.

As the chief executive officer of the district, the Superintendent shall implement all Board decisions and manage the instructional and noninstructional operations of the schools. The Superintendent also serves as a member of the district's governance team and has responsibilities to support Board operations and decision making.

The Board delegates to the Superintendent the power to make decisions concerning the operation of the school district.

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

The Board expects the Superintendent to pursue a course of professional development which will keep him/her informed on current educational thought and practices.

Legal Reference:

EDUCATION CODE

17604 Delegation of powers to agents

17605 Delegation of authority to purchase supplies, equipment and services

35020-35046 Powers and duties of superintendent

48900 Authority of superintendent to recommend suspension or expulsion

Management Resources:

CSBA PUBLICATIONS

Maximizing School Board Governance

Superintendent Governance Standards, 2001

WEB SITES

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

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

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

SUPERINTENDENT GOVERNANCE STANDARDS

The Board of Education recognizes that effective district governance requires strong collaboration and teamwork with the Superintendent. Because the Board and Superintendent each have their unique roles and responsibilities, both contribute to the responsible governance of the district and the quality of education provided to the community's students.

The Superintendent is expected to hold himself/herself to the highest standards of ethical conduct and professionalism.

To support the Board in the governance of the district, the Superintendent:

1. Promotes the success of all students and supports the efforts of the Board to keep the district focused on learning and achievement
2. Values, advocates and supports public education and all stakeholders
3. Recognizes and respects the differences of perspective and style on the Board and among staff, students, parents/guardians and the community and ensures that the diverse range of views inform Board decisions
4. Acts with dignity, treats everyone with civility and respect, and understands the implications of demeanor and behavior
5. Serves as a model for the value of lifelong learning and supports the Board's continuous professional development
6. Works with the Board as a "governance team" and assures collective responsibility for building a unity of purpose, communicating a common vision and creating a positive organizational culture
7. Recognizes that the Board/Superintendent governance relationship is supported by the management team in the district
8. Understands the distinctions between Board and staff roles, and respects the role of the Board as the representative of the community
9. Understands that authority rests with the Board as a whole; provides guidance to the Board to assist in decision-making; and provides leadership based on the direction of the Board as a whole
10. Communicates openly with trust and integrity, including providing all members of the Board with equal access to information and recognizing the importance of both responsive and anticipatory communications
11. Accepts leadership responsibility and accountability for implementing the vision, goals and policies of the district

SUPERINTENDENT GOVERNANCE STANDARDS (continued)

Legal Reference:

EDUCATION CODE

35020 *Duties of employees set by governing board*

Management Resources:

CSBA PUBLICATIONS

Superintendent Governance Standards, 2001

CSBA Professional Governance Standards, 2000

AASA PUBLICATIONS

Professional Standards for the Superintendency, 1993

WEB SITES

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

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

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

EMERGENCY

The Board of Education authorizes the Superintendent to declare an "Emergency" when, in the opinion of the Superintendent, there exists, or there is imminent danger of a significant interruption of instructional services and/or danger to the health and safety of the students of the district.

(cf. 3516.5 - Emergency Schedules)

SUPERINTENDENT RECRUITMENT AND SELECTION

The Board of Education recognizes that it has a direct responsibility to select and employ the Superintendent. Whenever it becomes necessary for the Board to fill a vacancy in the position of Superintendent, the Board shall work diligently to employ a person whose management and leadership abilities are most closely aligned with district needs.

The Board shall establish and implement a search and selection process that includes consideration of:

1. The district's current and long-term needs, including a review of the district's vision and goals
2. The desired characteristics of a new Superintendent, including professional experience, educational qualifications, leadership characteristics, philosophy of education, and other management, technical, interpersonal and conceptual skills, as well as the priorities the Board wants to place on different abilities, traits and levels of knowledge
3. The scope of the search, including whether to promote from within the district or broaden the search to include both internal and external candidates and, if external candidates will be considered, whether to conduct a statewide or nationwide search
4. The salary range and benefits to be offered
5. Basic elements to be included in the Superintendent's contract
6. Whether to hire a professional adviser to facilitate the process
7. How and when to involve the community in certain phases of the selection process
8. The best methods for advertising the vacancy and recruiting qualified candidates
9. The process for screening applications and determining how the screener(s) will be selected
10. Interview questions, processes and participants
11. How and when candidates' qualifications will be verified through reference checks
12. Other actions necessary to ensure a fair selection process and a smooth transition to new leadership

Even if a professional adviser is used to facilitate the process, the Board shall retain the right and responsibility to oversee the process and to review all applications if desired.

SUPERINTENDENT RECRUITMENT AND SELECTION (continued)

The Board shall select candidates to be interviewed based on recommendations of the screener(s) and the Board's own assessment of how candidates meet the criteria established by the Board.

The Board shall interview preliminary and final candidates in closed session and determine the most likely match for the district. (Government Code 54957)

The selected candidate shall hold both a valid school administration certificate and a valid teacher's certificate. The Board may waive any credential requirement, but shall not employ a person whose credential has been revoked by the Commission on Teacher Credentialing pursuant to Education Code 44421-44427. (Education Code 35028, 35029, 35029.1)

Before offering the position to the selected candidate or making any announcements, Board members may visit that candidate's current district, as appropriate, to obtain verification of his/her qualifications.

The Board shall deliberate in closed session to affirm the selection of the candidate and shall report the selection in open session. (Government Code 54957)

The Board shall conduct these proceedings in accordance with legal and ethical obligations regarding confidentiality and equal opportunity.

As necessary, the Board may appoint an interim superintendent to manage the district during the selection process.

Legal Reference: (see next page)

SUPERINTENDENT RECRUITMENT AND SELECTION (continued)

Legal Reference:

EDUCATION CODE

220 Prohibition of discrimination
35026 Employment of superintendent by board
35028 Certification
35029-35029.1 Waiver of credential requirement
35031 Term of employment
44420-44440 Revocation and suspension of certification documents

GOVERNMENT CODE

11135 Unlawful discrimination
12900-12996 California Fair Employment and Housing Act
53260-53264 Employment contracts
54954 Time and place of regular meetings
54957 Closed session personnel matters
54957.1 Closed session, public report of action taken

CODE OF REGULATIONS, TITLE 2

7287.6 Terms, conditions and privileges of employment

UNITED STATES CODE, TITLE 29

794 Section 504 of the Vocational Education Rehabilitation Act of 1973

UNITED STATES CODE, TITLE 42

2000d-2000d-7 Title VI, Civil Rights Act of 1964
2000e-2000e-17 Title VII, Civil Rights Act of 1964 as amended
2000h-2000h-6 Title IX, 1972 Education Act Amendments

12101-12213 Americans with Disabilities Act

CODE OF FEDERAL REGULATIONS, TITLE 28

35.101-35.190 Americans with Disabilities Act

CODE OF FEDERAL REGULATIONS, TITLE 34

100.6 Compliance information
106.9 Dissemination of nondiscrimination policy

Management Resources:

CSBA PUBLICATIONS

Maximizing School Board Governance: Superintendent Selection and Employment

WEB SITES

CSBA: <http://www.csba.org>
ACSA: <http://www.acsa.org>
Equal Employment Opportunity Commission: <http://www.eeoc.gov>
Office of Civil Rights: <http://www.ed.gov/offices/OCR>
Department of Fair Employment and Housing: <http://www.dfeh.ca.gov>

SUPERINTENDENT'S CONTRACT

In approving employment contracts with the Superintendent, the Board of Education wishes to encourage the Superintendent's long-term commitment to the district and community while carefully considering the financial and legal implications of the contract in order to protect the district from any potentially adverse obligations.

The Board shall designate a representative to negotiate with the Superintendent on its behalf and shall consult legal counsel to draft the contract document.

The Board shall deliberate in closed session about the terms of the contract. (Government Code 54957)

Terms of the contract shall remain confidential until the ratification process commences.

The Board shall ratify the Superintendent's contract in an open meeting, which shall be reflected in the Board's minutes. Copies of the contract shall be available to the public upon request. (Government Code 53262)

The contract shall include, but not be limited to, provisions for salary and benefits, annual evaluations, term of the contract, and conditions for termination of the contract. The contract should also include general responsibilities and duties of the Superintendent.

The term of the contract shall be for no more than four years. (Education Code 35031)

During the term of the contract, the Board may reemploy the Superintendent on those terms and conditions mutually agreed upon by the Board and Superintendent. (Education Code 35031)

The Superintendent's contract shall be extended only by Board action and subsequent to a satisfactory evaluation of the Superintendent's performance.

In the event that the Board determines not to reemploy the Superintendent, the Board shall provide written notice to the Superintendent at least 45 days in advance of the expiration of the term of the contract. (Education Code 35031)

The Superintendent's contract shall include a provision specifying the maximum cash settlement that the Superintendent may receive upon termination of the contract. However, if the unexpired term of the contract is greater than 18 months, the maximum cash settlement shall be no more than the Superintendent's monthly salary multiplied by 18. The cash settlement shall not include any noncash items other than health benefits, which may be continued for the unexpired term of the contract up to 18 months or until the Superintendent finds other employment, whichever occurs first. (Government Code 53260, 53261)

SUPERINTENDENT'S CONTRACT (continued)

If the Board terminates the Superintendent's contract upon its belief and subsequent confirmation pursuant to an independent audit that the Superintendent has engaged in fraud, misappropriation of funds, or other illegal practices, the maximum settlement shall be within the limits prescribed by law, as determined by an administrative law judge. (Government Code 53260)

Legal Reference:

EDUCATION CODE

35031 *Term of employment*

41325-41329.3 *Conditions of emergency apportionment*

GOVERNMENT CODE

53260-53264 *Employment contracts*

54954 *Time and place of regular meetings*

54957 *Closed session personnel matters*

54957.1 *Closed session, public report of action taken*

Management Resources:

CSBA PUBLICATIONS

Maximizing School Board Governance: Superintendent Selection and Employment, 2004

WEB SITES

CSBA, Single District Governance Services: <http://www.csba.org>

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

EVALUATION OF THE SUPERINTENDENT

The Board of Education shall annually conduct a formal evaluation of the Superintendent's performance in order to assess his/her effectiveness in leading the district toward established goals. The Board and Superintendent shall establish an appropriate schedule for the annual evaluation process.

Evaluation criteria shall be based on district goals and success indicators agreed upon by the Board and Superintendent prior to the evaluation. The evaluation shall provide commendations in areas of strength, provide recommendations for improving effectiveness, and serve as a basis for making decisions about salary increases and/or contract extension.

The Board and Superintendent shall annually consider what evaluation method(s) will best serve the district and agree on the specific written instrument to be used.

Prior to the evaluation, the Superintendent shall be responsible for preparing and distributing to the Board for its review a report of progress toward district goals, the Superintendent's self-appraisal of accomplishments and performance, and a review of action taken to address any Board recommendations from the previous evaluation. The Board shall also review the Superintendent's current contract and any relevant Board policies.

Each Board member shall independently evaluate the Superintendent's performance. The Board shall determine who will summarize and combine the individual evaluations to create a consensus document and how that consensus document will be formatted. The evaluation shall be a composite of individual Board members' opinions, but there shall be only one final evaluation representing the Board's collective judgment. This final evaluation shall be provided to the Superintendent for his/her response.

The Board shall meet in closed session with the Superintendent to discuss the evaluation. (Government Code 54957)

The Superintendent shall have an opportunity to ask questions, respond verbally and in writing to the evaluation, and present additional evidence of his/her performance or district progress.

The Board president and Superintendent shall sign the evaluation as evidence that the evaluation has been discussed. The Superintendent shall place the evaluation in his/her personnel file.

After each evaluation has been completed, the Board shall meet in open session to give the Board and Superintendent an opportunity to jointly identify performance goals for the next year.

EVALUATION OF THE SUPERINTENDENT (continued)

Legal Reference:

GOVERNMENT CODE

54957 Closed session, personnel matters

Management Resources:

CSBA PUBLICATIONS

Maximizing School Board Governance: Superintendent Evaluation, 2004

WEB SITES

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

CSBA, Single District Governance Services: <http://www.csba.org>

LEGISLATIVE ADVOCACY AND INFORMATION PROGRAMS

The Board of Education believes that the primary purpose of the district is to educate children and youth to their fullest potential by providing the best possible education for all in an integrated educational environment. This purpose can best be achieved through a cooperative federal, state and local partnership in the development, support and conduct of public education in California.

The Board adopts this policy to guide the Superintendent in implementing the district's advocacy and informational program before the Congress of the United States, the California State Legislature, California State Board of Education, California State Department of Education, Los Angeles County Board of Supervisors, and the Santa Monica City Council. By so doing the Board affirms its advocacy authority on certain legislative matters and also assures the expression of a district position on those matters affecting public education via the delegation of implementation authority to the Superintendent of Schools.

Prior to the opening of and during each California State Legislative Session the Superintendent shall advise the Board of anticipated major legislative emphases for the ensuing legislative session and recommend appropriate Board action. Additionally the Superintendent shall advise the Board of major district legislative information programs which are to be designed by the administration and which are intended to gain support for the schools from state and federal legislative and administrative bodies, or to effectively oppose programs which do not support and encourage public education.

The Board recognizes the value of cooperative action with other entities and authorizes such action wherever a common purpose makes this cooperation appropriate.

Resources necessary to accomplish the goals of this policy shall be budgeted and appropriated in the normal manner.

ADMINISTRATIVE LEEWAY IN ABSENCE OF BOARD POLICY

The Superintendent shall have the power to act in cases where action must be taken and where the Board of Education has not provided guidelines for administrative action.

The Superintendent shall inform the Board when action is taken and may recommend that a Board policy and/or administrative regulation be established concerning the issue.

Legal Reference:

EDUCATION CODE

35035 Powers and duties of superintendent

ADMINISTRATIVE STAFF ORGANIZATION

The Superintendent shall organize the administrative staff in a manner that best supports the educational program through efficient operations, effective communications and direct assistance to schools.

The Superintendent shall maintain a current district organization chart which designates lines of primary responsibility and the relationships between all district positions. Lines of responsibility shall in no way prevent staff members at all levels from collaborating, communicating and cooperating to develop the best possible programs and provide efficient services.

The Superintendent or designee may adjust staff responsibilities temporarily or permanently as needed to accommodate the workload and/or individual capabilities.

ORGANIZATIONAL CHART

The administrative organization of the district shall be the basis for achieving the district's primary objective: an effective program of instruction.

The general administrative organization of the district shall be the single executive type of school administration with the Board of Education as the governing body and with all activities under the direction of the Superintendent of Schools.

A publication entitled organization and function charts shall be distributed annually to the Board and designated district personnel. The organization charts shall clearly designate the relationships of employees within the district.

The organization and function charts will be on file in the Superintendent's office, the personnel office and the principal's office at each school site.

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.

The membership, composition and responsibilities of these groups shall be defined by the Superintendent or designee. 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.

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

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