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## 200 - SCHOOL ADMINISTRATION

### 201 Functional Principle of Administration

- a. The organization of the school staff shall be unified and directed by a single executive head - the Superintendent of Schools (hereafter referred to as the Superintendent).
- b. Instruction of students is the major function of the schools. It shall be the focus of the administrative and supervisory staff to recognize the contribution made toward the actual improvement of instruction. Administrative policies facilitate the instruction of pupils by teachers in classes or under school supervision. The administration not only coordinates all working relationships among individual schools, but also integrates support functions with actual instructional needs.  
(Section 201.b - Revised March 8, 1999)
- c. Staff organization shall be based upon services to be rendered by the school system.
- d. In accordance with the above the Board recognizes the following functions within the school system:
  - (1) Legislative service - to be performed by the Board with the aid of the Superintendent.
  - (2) Administrative service - to be performed by executives and staff throughout the system and directed by the Superintendent.
  - (3) Instructional service - to be performed by certificated staff supervised by administration and supported by non-certificated staff and community volunteers.
  - (4) Fact-finding, evaluation, interpretation, and planning service - to be performed by specifically assigned personnel and by all who serve in the school system with appropriate reporting to the Board through the Superintendent.
  - (5) Judicial service - to be performed by the Board as necessity demands in fulfilling its role as the final review and appeal body of the District.

- (6) Legal advisory service - to be performed by an attorney-at-law.
- (7) Public information service - to be performed by personnel specifically responsible to the Superintendent.
- (8) Operating and facility services - to be performed by a business staff including engineers, technicians, accountants, and others under the direction of the Superintendent.
- (9) Secretarial and clerical service - to be performed by staff under the direction of their respective supervisors.
- (10) Collective bargaining - to be conducted by personnel specifically responsible to the Superintendent under the direction of the Board. All collective bargaining agents through a separate memorandum must be approved by the Board.

(Section 201.d (10 ) - Revised November 26, 1990)

(Section 201.d (1), (2), (4), (8), and (9) - Revised March 8, 1999)

## **205 Board-Superintendent Relationship (legislative-executive)**

The basic principle for division of duties and responsibilities is that the legislative powers and functions shall belong to the Board, and the executive powers to the Superintendent.

(Section 205 - Revised September 9, 1996)

## **210 Superintendent of Schools - Chief Administrative Officer**

The Board shall select and employ a chief school administrator to direct the affairs and programs of the District; the position shall be designated as the Superintendent.

The Superintendent shall be responsible for the direction of the administration of the school system in conformity with federal, state, and municipal statutes, rules and regulations of the State Department of Education, and the policies and resolutions of the Board.

(Section 210 - Revised September 9, 1996)

(Section 210 - Revised March 8, 1999)

## **211 Employ**

The Board shall select and employ the Superintendent and enter into a contract not to exceed three (3) consecutive school years. The proposed contract will be approved at a public meeting of the School Board. The contract is a public document and is available upon request.

(Section 211 - Revised September 9, 1996)

(Section 211 - Revised March 8, 1999)

### **211.1 Qualifications**

The Superintendent shall be properly certified in accord with legal requirements; have thorough professional and technical preparation and have extensive and successful administrative and management experience.

## **212 Executive Officer of the Board**

The Superintendent shall serve as the chief executive officer of the Board and shall possess the authority to discharge the duties that pertain to his/her office, together with those duties defined in the applicable local municipal, federal, state statutes, the rules and regulations of the State Department of Education, and the policies and resolutions of the Board. In all matters where his/her duties are not definitely prescribed, he/she shall exercise his/her discretion, subject to the approval of the Board.

(Section 212 - Revised September 9, 1996)

(Section 212 - Revised March 8, 1999)

## **213 Special Responsibilities to be Performed by the Superintendent**

### **213.1 Delegation of Authority**

- a. The Superintendent may delegate duties to subordinate officers or employees as required for the effective administration of the District except in such matters where the applicable statutes or the policies of the Board prohibit. Work completed upon delegation of the Superintendent shall be deemed as having been done by the Superintendent.
- b. All reports or recommendations to the Board from any officer or employee under the direction of the

Superintendent shall be made first to the Superintendent unless otherwise directed by the Board.

- c. Internal audit reports shall be provided to the Board and Superintendent simultaneously.
- d. The Superintendent will designate an administrator-in-charge during his/her absence with the level of authority as Superintendent.

(Section 213.1 - Revised September 9, 1996)

(Section 213.1.a, .b, and .c - Revised March 8, 1999)

### **213.2 Duties of Superintendent**

The Superintendent shall provide leadership and direction in the following areas:

- a. Leadership and District Culture:
  - (1) Formulate strategic plans, goals, and change efforts with the Board, staff, and community;
  - (2) Provide educational leadership to the Board, staff, and community through the administration and supervision of district programs, activities, and operations in accordance with Board adopted policies;
  - (3) Promote a positive climate and culture throughout the District;
  - (4) Serve as an articulate spokesperson for the welfare of all students within our community and schools.
- b. Policy and Governance:
  - (1) Develop procedures for working with the Board that define mutual expectations and working relationships;
  - (2) Design and implement strategies to formulate District policy for external and internal audiences;
  - (3) Adjust local policy in accordance with municipal, state, and federal regulations;

- (4) Recommend, for Board approval, a District position on local, state, and federal legislation affecting schools.
- c. Communications and Community Relations:
- (1) Elicit public participation and support for the educational program and the definition and implementation of District goals, objectives, policies, and practices;
  - (2) Formulate and carry out plans for internal and external communications to articulate the District's purpose and priorities to the staff, community, and mass media;
  - (3) Keep the public informed about educational trends, practices, and District policies.
- d. Organizational Management:
- (1) Successfully implement the policies of the Board through the effective organization and empowerment of District personnel;
  - (2) Utilize policy to control and exercise general supervision of the individual schools and divisions within the school system; grant or withhold approval of procedures as prepared by the central administration or proposed by principals or administrative heads as appropriate;
  - (3) Prepare and present an annual budget to the Board for adoption; assure consistency between the budget and the instructional program; secure and allocate human and material resources as deemed appropriate; and maintain accurate fiscal records.
- e. Curriculum Planning and Development:
- (1) Be responsible for the oversight of the District's curricula, textbooks, support materials and instructional program supervision within the framework of the rules and regulations of the State Department of Education and the Board;

- (2) Provide leadership and direction for the continued research, development, operation, and supervision of the instructional program;
- (3) Be responsible for the development, implementation, support, and monitoring of change processes to improve student achievement;
- (4) Establish a climate for learning based on research findings and the use of appropriate instructional strategies; use valid and reliable performance indicators and testing procedures to measure performance outcomes.

f. Instructional Management:

- (1) Provide overall leadership for the coordination of efforts from teachers, curriculum personnel, instructional program management, and interested public in curriculum development and revision;
- (2) Recommend Board adoption of overall goals, objectives, and priorities for the District's educational program and supporting activities which will conform theory and practice in education and will allow the District's employees to meet the needs of the students in a rapidly changing environment; apply best practices in integrating curriculum and resources;
- (3) Evaluate the quality and efficiency of all functions, and report, orally and in writing, to the Board as required; provide such periodic reports from staff members as necessary for adequate reporting to the Board and the public;
- (4) Elicit public participation and support for the educational program;
- (5) Recommend Board adoption of curriculum performance standards, curriculum guides, courses of study, textbooks, materials, and services.

g. Human Resources Management:

- (1) Nominate all employees of the District for employment subject to approval by the Board;
- (2) Be responsible for the assignment, alteration of assignment, transfer, and suspension, of any employee of the District except the Superintendent; describe and apply the legal requirements for personnel selection, development, retention, and dismissal; recommend salaries to be paid, subject to the schedules adopted by the Board; define duties and assign employees to various positions;
- (3) Develop a staff evaluation and professional development system to improve the performance of all staff members.

h. Planning and Maintenance of Facilities

- (1) Be responsible for the oversight of the District's short-term and long-term planning for facilities in order to educate students in appropriate learning environments.

The long-term Capital Improvement Program guides the District in planning for future school sites, the construction of new buildings and the modernization and rehabilitation of existing buildings and sites per School Board Policy 741.

- (2) Establish procedures to include staff, parents, community entities and business/industry representatives, and students, where appropriate, in developing school bond proposals, the Legislative Request Program, and the six year Capital Improvement Program (CIP).
- (3) Recommend Board adoption and advocacy of school bond proposals as needed to accommodate increased student enrollment and the renovation of older facilities to meet current educational specifications.
- (4) Be responsible for all construction, major rehabilitation, and major repair of school facilities. The Superintendent shall also provide for the maintenance, both preventative and routine, and

custodial services of District facilities per School Board Policy 730.

- i. Ethics of Leadership
  - (1) Understand and model appropriate ethical and moral leadership traits;
  - (2) Know the role of education in a democratic society;
  - (3) Balance complex community demands for the best interest of the students; recognize and consider community agencies and their inter-relationship with the District.

(Section 213.2 - Re-Written December 14, 1998)  
(Section 213.2(h) added, 213.2(i) renumbered November 26, 2001)

## **215 Evaluation**

Each year the Board shall complete an evaluation of the Superintendent's performance. This evaluation shall be performed regardless of the length of the Superintendent's contract or the amount of time which may remain under that contract.

In order to most fairly and fully perform this responsibility, the Board shall perform the evaluation at least once a year during the term of this contract. This contract shall be reasonably related to the position description of the Superintendent and goals and objectives of the district for the year in question. The format for the evaluation shall be as adopted by the Board after consultation with the Superintendent.

The evaluation and any written comments by the Superintendent shall become part of the Superintendent's permanent personnel file. The Board shall provide a public summary statement of the evaluation.

(Section 215 - Revised November 26, 1990)  
(Section 215 - Revised September 9, 1996)

## **220 The Central Administration**

The administrative and supervisory personnel, authority, and services that are concerned with the District as a whole or with one or more of its

major divisions of services shall be referred to as the central administration.

The central administration shall include the Superintendent and other administrative officers as indicated by the organizational chart and as reflected in the annual budget.

The function of the central administration shall be to plan, coordinate, supervise and direct the whole school system as a unified enterprise.

## **240 School/Program Administrative and Supervisory Personnel**

Each school, program or combination of schools as may be authorized by the Superintendent shall be under the direct administration and supervisory control of a principal or other administrative designee, with the exception of charter schools (in accordance with ASD Policy #333).  
(Section 240 - Revised March 8, 1999)

### **241 Principals or other Administrative Designee**

The principal or other administrative designee (hereafter referred to as the principal) is the instructional leader of the school/program and is responsible for assuring that a quality educational program is provided for all students. He/she must provide leadership in assessing the needs of the students within the school/program and in developing the curriculum and providing the appropriate resources which will maximize their achievement. He/she must establish close ties between the school/program and the community and build trust and confidence on the part of the parents.

(Section 241 - Revised March 8, 1999)

#### **241.1 Appointment**

The Superintendent is responsible for developing and implementing a personnel selection procedure for principals that includes community, staff and student (high school level) input. The Superintendent will annually provide the procedures to the School Board and the public.

(Section 241.1 - Revised March 18, 1996)

## **241.11 Qualifications**

To be appointed a school principal, a person must hold a Master's Degree and have or secure a valid Principal's Certificate or Administrative Certificate.

(Section 241.11 - Revised March 8, 1999)

## **241.2 Responsibilities and Duties of Principals**

### **241.21 Administration**

Within the limits of the law, Board policies and regulations, and instructions from the Superintendent, the principals shall have charge of their respective buildings both as administrative and supervisory officers.

### **241.22 Job Descriptions**

Each principal shall be responsible for the oversight of those personnel under his/her supervision in accordance with the job description.

(Section 241.22 - Revised March 8, 1999)

### **241.23 Performance and Evaluation**

Principals shall perform all duties pertaining to their positions under the immediate supervision of the Superintendent and his/her assistants. All principals shall be evaluated according to adopted Anchorage School District professional standards.

(Section 241.23 - Revised March 8, 1999)

### **241.24 Policy Implementation**

The principal is a representative of the Superintendent and shall support and carry out approved decisions and policies.

## **241.3 Line of Authority**

The principal shall exercise line authority over all personnel in the school facility. This authority may include staff who report to other supervisors but work in a facility overseen by the principal.

(Section 241.3 - Revised March 8, 1999)

**242 Assistant Principals/Deans/Interns**

**242.1 Duties**

The assistant principal/ dean/ intern shall:

- a. Perform the duties of the principal in the absence of the principal, as designated by the principal.
- b. Be responsible for all duties as assigned by the building principal.

(Section 242.1 - Revised March 8, 1999)

**260 Administrative Operations**

**261 Organization for Administrative Purposes**

**261.1 Organizational Chart**

The Superintendent shall prepare and distribute to the School Board an organizational chart which indicates the primary administrative organization of the District.

Administrative responsibilities, authority and staff relationships shall be further described by job descriptions so that administrators may clearly understand their responsibilities.

(Section 261.1 - Revised November 26, 1990)

(Section 261.1 - Revised September 9, 1996)

**261.2 Line and Staff Relationships**

The Superintendent shall prescribe procedures and regulations to be employed in delineating line and staff relationships, so that the purpose of the school system can be realized and each employee understand his/her relationship to others.

- a. Each employee of the District shall be instructed as to his/her responsibilities; the title and authority of the administrator from whom such instructions are expected; and the relationships of all personnel exercising direct, indirect, technical or administrative supervision over him/her.

- b. Any problem which any school employee cannot solve by his/her own efforts, within the limits of his/her authority, shall be referred to his/her immediate supervisor.
- c. Each employee shall be informed of the grievance procedure by which he/she has the right to appeal administrative decisions.

## **262 Councils and Committees**

### **262.1 Temporary Councils and Committees**

The Superintendent shall have the authority to form or authorize temporary committees or councils including members who are not employees of the District to aid him/her or the staff in formulating plans for carrying on the work of the schools. The work of such committees shall be advisory only and without expense to the District, unless budget funds are specifically provided for such purposes.

(Section 262.1 - Revised March 8, 1999)

## **263 Adoption and Review of Administrative Procedures**

The Superintendent has the responsibility of implementing Board policy by the issuance of administrative regulations and/or procedures.

### **263.1 Internal Procedures**

The Superintendent shall establish such procedures for the conduct of the educational program, personnel, fiscal and business administration, other work in the public school system, and the control and management of property under his/her charge as are consistent with the law and the Board's policies. The Board may review and request revision of such internal procedures should they, in the Board's judgment, be inconsistent with its policies and public law.

### **263.2 Administrative Manuals**

In order to expedite the work of the schools, the Superintendent shall issue such administrative manuals, handbooks, or booklets of instruction as he/she may deem necessary for the effective administration of the schools, and shall provide the Board with

information copies. These manuals shall be made available to employees concerned. A copy of each manual shall be maintained for public inspection during regular business hours at each unit or school. Insofar as the provisions of said manuals are not in violation of the policies of the Board applicable local municipal, federal, state or the rules and regulations of the State Department of Education, such provisions shall be binding upon all employees. (Section 263.2 - Revised September 9, 1996)

## **264 Communications**

### **264.1 Staff**

The Superintendent shall establish a communication program for the staff of the District, which will include the following:

- a. Planned, regular and recurring contacts between the central administration and personnel in the schools.
- b. District and school-wide meetings of faculty and key operational personnel.
- c. Districtwide written communications media.
- d. Districtwide reports.
- e. Districtwide process to recognize the achievements and contributions of staff at all levels.

(Section 264.1 - Revised September 12, 1983)

(Section 264.1 - Revised September 9, 1996)

### **264.2 Two-way Relationship**

It shall be the intent of the Superintendent and the administration that a "two-way" relationship would be utilized for the transmission of suggestions for improvements in the operation of the school district. This two-way interchange and flow of recommendations and instructions for the improvement of the school district is the responsibility of the whole staff. Suggestions should be channeled through immediate supervisors, orally or in writing. Any staff member may transmit a suggestion or recommendation directly to the Superintendent in writing provided that an information copy is given to the immediate supervisor.

(Section 264.2 - Revised September 9, 1996)

(Section 264.2 - Revised March 8, 1999)

### **264.3 Protection from Reprisal or Discrimination**

District and individual employees shall not instigate or participate in reprisals or discrimination against an employee as a result of a good faith effort by that employee to transmit suggestions for improvement of the operation of schools or support services of the District. Employees covered by collective bargaining agreements which offer similar or greater protections shall employ grievance procedures contained in those agreements in seeking appropriate relief.

(Section 264.3 - Revised September 9, 1996)

(Section 264.3 - Revised March 8, 1999)

### **264.4 Posting of Materials in Work Locations**

- a. The District encourages all staff members and employees to appreciate and be tolerant of the wide variety of views and beliefs held in the Anchorage community. The District is committed to an approach which will foster understanding and mutual respect by its employees of different perspectives on the range of issues that are part of our society.
- b. While District staff members are generally prohibited from engaging in religious activity in the work place during regular work hours and while on official duty, they are entitled to express their personal views or opinions on religious and other matters, provided this express does not interfere with the rights of others, cause disruption in the work place, or extend into areas utilized by students.
- c. To implement this policy, the Superintendent, or his/her designee may make reasonable restrictions regarding the time, place, or manner of expression, particularly the posting of all materials by District employees and staff members in any work place location.

(Section 264.4 - Revised December 9, 1996)

### **265 Work Stoppages and Slow-Downs**

(Section 265 - Deleted September 9, 1996)

**270 Citizens Complaint Process**

It is the responsibility of the Superintendent to establish a process for resolving citizen complaints against employees and District practices. The process shall include a statement to indicate that in no case is there to be retaliation from either party; employee or citizen, involved in the complaint.

The Office of the Municipal Ombudsman shall be included as a part of that process. The School District personnel are expected to cooperate with the Office of the Municipal Ombudsman in investigation of complaints.

(Section 270 - Approved February 14, 1994)

(Section 270 - Revised September 9, 1996)