

Superintendent

Overview

Perhaps the most important decision a board makes is to hire a qualified superintendent to lead and manage education throughout the district or supervisory union. Boards provide oversight; they do not manage day-to-day operations of the school system. Vermont law designates the superintendent as the chief executive officer for the supervisory union/district. As the CEO, the superintendent is accountable for the operations of the entire school system.

To employ a well qualified and capable superintendent, a board needs to be in a position to assure mutual accountability between the Board and the superintendent. The Board is accountable to provide clear direction and set priorities for the superintendent. The superintendent is then accountable to deliver on the priorities of the Board.

** Adapted from Essential Work of Vermont School Boards, VSBA, p.27*

Roles and Responsibilities of the Board and Superintendent Relationship

The Board

1. Is accountable to voters, and subject to the laws and regulations of the state.
2. Adopts performance goals for the district, approves school continuous improvement plans, and reviews regular performance reports as provided by Superintendent.
3. Employs and evaluates the Superintendent.
4. Holds the Superintendent accountable for developing a strategy and education work plan to achieve District or SU goals.
5. Reviews and provides feedback to Superintendent on an annual basis.

The Superintendent

1. A) Is accountable to the school board and to the state for operating within statute and regulations.
B) Provides operational oversight of the school district.
2. A) Maintains focus on the Board's vision, and develops an education work plan to achieve the vision.
B) Ensures quality of education and equity of opportunities within the system.
C) Manages services, programs and resources through the implementation of the school board's annual district education plan and budget.
D) Makes day-to-day decisions consistent with the policies set by the school board, and within statute and state regulations.
3. A) Employs all non-licensed staff
B) Recommends one licensed candidate to the Board for review and approval
C) Dismisses employees subject to collective bargaining agreement.
4. Leads the development of a robust comprehensive local assessment system, implemented system-wide, that assesses student progress toward proficiency-based graduation and captures evidence of learning with respect to all seven education goals outlined in the Education Quality Standards and standards adopted by the State Board of Education.
5. Prepares reports, such as the district strategic plan, district budget and district fiscal and student learning performance reports that enable the School Board to evaluate implementation of their vision and progress towards their goals.

Policy – Board/Superintendent Relationship

The School Board establishes policy and governs through the policy it creates. The Superintendent manages all operations of the school system in accordance with School Board policies.

The Board recognizes and values the Superintendent's experience and expertise in instructional and administrative matters. The Superintendent recognizes and values the Board's experience in issues related to the _____ School District (/Supervisory Union) and the Board's connections and responsibilities to the community it represents.

The Superintendent and the Board members respect the confidentiality of communication in both directions and work toward open communication and trust. The Superintendent works only for the Board as a whole, not for any individual member. Only decisions of the Board acting as a body are binding on the Superintendent.

Board members work directly with the Superintendent and central office staff, so long as such communication is clearly not giving direction or suggesting a course of action that staff perceives as direction. When presented with citizen concerns, Board members refer them to appropriate levels of authority, in accordance with the district's policy on complaints.

The Board directs the Superintendent through written policies that prescribe the results the Board wants to achieve. The Board is realistic in setting expectations about what can be accomplished, given the school district's (/supervisory union's) available resources. The Superintendent is accountable to the Board for the performance of staff.

Annually, the Board evaluates the Superintendent's performance. The Superintendent is accountable to the School Board for the achievement of the Board's goals. The Board is responsible for clearly setting forth and communicating its expectations before evaluation takes place. The Board will evaluate the Superintendent's job performance in a way that is systematic, fair, and effective.

Self Assessment – Board-Superintendent Relationship

	Fully Achieved	Mostly Achieved	Partially Achieved	Beginning to Achieve	Don't know/ unsure
The Board has set clear performance goals for the District/SU.					
The Board has clearly communicated annual performance goals for the superintendent.					
The Board holds the superintendent accountable for developing a strategy and work plan to achieve District or SU goals.					
The Board evaluates the superintendent's performance on an annual basis.					
The Board receives regular reports that enable the Board to evaluate implementation of its vision and progress towards its goals.					