

SECTION C: GENERAL SCHOOL ADMINISTRATION

CA	Administration Goals
CAA	ESC Administration Priority Objectives
CB	School Superintendent
CBA	Qualifications and Duties of the Superintendent
CBAA	Incapacity of the Superintendent
CBB	Recruitment and Appointment of the Superintendent
CBC	Superintendent's Contract
CBD	Superintendent's Compensation and Benefits
CBE	Superintendent's Development Opportunities
CBF	Superintendent's Consulting Activities
CBG	Evaluation of the Superintendent (Also AFB)
CBH	Superintendent's Termination of Employment
CBHA	Superintendent's Retirement
CBI	Board-Superintendent Relationship (Also BCD)
CC	Administrative Organizational Plan
CCA	Organizational Chart
CCB	Staff Relations and Lines of Authority
CD	Management Team
CE	Administrative Councils, Cabinets and Committees
CF	School Building Administration
CG	Special Programs Administration
CGA	Summer Program Administration
CGB	Adult Education Program Administration
CGC	State and Federal Programs Administration
CH	Policy Implementation
CHA	Development of Regulations
CHB	Board Review of Regulations (Also BFCA)
CHC	Regulations Dissemination
CHCA	Approval of Handbooks and Directives
CHD	Administration in Policy Absence (Also BFE)
CI	Temporary Administrative Arrangements
CJ	Administrative Intern Program
CK	Program Consultants

CL Administrative Reports
CM School District Annual Report

ADMINISTRATION GOALS

The ESC's administrative organization is designed so that all divisions and departments of the central office and all schools are part of a single system guided by Board policies implemented through the Superintendent. The Board is responsible for specifying its requirements and expectations of the Superintendent and for holding the Superintendent accountable by evaluating how well those requirements and expectations have been met. In turn, the Superintendent is responsible for clearly specifying the Board's requirements and expectations for all other administrators and for holding each accountable by evaluating how well requirements and expectations are met.

Major goals of administration in the ESC are to:

1. manage the ESC's various departments and programs effectively;
2. provide professional advice and counsel to the Board and to advisory groups established by Board actions, generally through reviewing alternatives, analyzing the advantages and disadvantages of each and recommending a selection from among the alternatives;
3. implement the management function so as to ensure the best and most effective learning programs through achieving such other goals as to:
 - A. provide leadership in keeping abreast of current education developments;
 - B. arrange for the staff development necessary to the establishment and operation of learning programs which better meet student needs;
 - C. coordinate cooperative efforts for the improvement of learning programs, facilities, equipment and materials and
 - D. provide access to the decision-making process for the ideas of staff, students, parents and others;
4. develop an effective program of evaluation which includes every position, program and facility in the ESC and
5. develop and use a team management approach.

[Adoption date: January 7, 2003]

CROSS REFS.: AF, Commitment to Accomplishment
GCL, Certified Staff Development Opportunities
GDL, Classified Staff Development Opportunities

QUALIFICATIONS AND DUTIES OF THE SUPERINTENDENT

Title: Superintendent

- Qualifications:
1. Master's degree or higher with a major in educational administration and supervision
 2. Minimum of five years of public school experience in supervision and administration
 3. A valid Superintendent's certificate as prescribed by the State of Ohio

General Description: The Superintendent is the chief executive officer of the Board and the administrative head of the ESC. The Superintendent:

Essential Functions:

1. attends all Board meetings
2. administers the Educational Service Center in conformity with Board policies, rules and regulations of the State Board and laws of the State of Ohio
3. is responsible for the administration and supervision of the ESC and is the professional leader of the Board and the staff
4. prepares and presents to the Board information relative to proposed policies; presents evaluation information as necessary
5. is responsible for long-range curriculum development for the ESC
6. serves as the leader in devising ways of keeping the public informed
7. recommends employment of personnel
8. assigns, transfers and supervises all personnel
9. recommends employees for promotion, demotion or transfer
10. reports to the Board on staff evaluations and serves as the final reviewing authority for the Board
11. recommends staff dismissals when necessary
12. appoints committees to review textbooks and educational resources and make recommendations, when so directed by the Board
13. provides input on the annual budget in cooperation with the Treasurer
14. prepares plans for the use of facilities
15. presents salary recommendations to the Governing Board on an annual basis
16. recommends supplies needed on the basis of their contribution to the efficient operation of the system and benefit of the instructional program
17. makes purchases and arranges for use and care of supplies and equipment
18. recommends courses of study
19. places courses of study into operation
20. recommends additions and changes as need arises
21. reports to the Board on progress and evaluation of courses of study

Other Duties and Responsibilities:

1. prepares an agenda for each Board meeting in cooperation with the Treasurer and Board President
2. develops in-service training and staff development programs and other suitable means for teacher improvement and education
3. prepares the ESC calendar for the ensuing year for presentation to the Board for its approval and adoption
4. attends such professional meetings as are necessary and important to continued professional growth and for the improvement of the organization and administration with approval of the Board
5. performs such other duties as the Board may determine
6. acts as liaison between employees and Board
7. approves vacation schedules for salaried ESC employees
8. responds to routine questions and requests in appropriate manner

Required Knowledge, Skills and Abilities:

1. ability to communicate ideas and directives clearly and effectively both orally and in writing
2. effective, active listening skills
3. ability to work effectively with others
4. organizational and problem-solving skills
5. ability to organize and compile data for various state and federal reports
6. extensive knowledge of school finance
7. ability to recommend additions and/or changes to curriculum appropriate to students' needs
8. ability to handle multitude of tasks simultaneously and in a timely manner
9. ability to handle constant pressure and substantial amounts of stress
10. ability to supervise a variety of jobs and positions
11. strong visionary and leadership skills
12. ability and confidence to make decisions based on the best interest of students

Equipment Operated:

1. computer/printer
2. calculator
3. copy machine
4. fax machine
5. telephone

Additional Working Conditions:

1. frequent travel
2. frequent evening and/or weekend work

3. requirement to lift, carry, push and pull various items
4. repetitive hand motion, e.g., computer keyboard, calculator, typewriter
5. regular requirement to sit, stand, walk, talk, hear, see, read, speak, reach, stretch with hands and arms, crouch, climb, kneel and stoop

NOTE: The above lists are not ranked in order of importance.

This job description is subject to change and in no manner states or implies that these are the only duties and responsibilities to be performed by the incumbent. The incumbent will be required to follow the instructions and perform the duties required by the incumbent's supervisor/appointing authority.

Board President

Date

My signature below signifies that I have reviewed the contents of my job description and that I am aware of the requirements of my position.

Signature

Date

[Adoption date: January 7, 2003]

LEGAL REF.: ORC 3319.01

CROSS REFS.: CBAA, Incapacity of the Superintendent
CBG, Evaluation of the Superintendent (Also AFB)
CCB, Staff Relations and Lines of Authority

INCAPACITY OF THE SUPERINTENDENT

As the executive officer of the ESC, the Superintendent has a major responsibility in managing the operation of the schools.

Should the Superintendent become incapacitated, the Board appoints a superintendent pro tempore who shall meet the certificate requirement as established by law. The appointment is made by a majority vote of the Board and only after the conditions relating to incapacity are met in accordance with State law and the Family and Medical Leave Act of 1993.

The Superintendent Pro Tempore performs all the duties and functions of the Superintendent and may be removed at any time by a two-thirds majority vote of the members of the Board or upon return to full-time active service of the Superintendent.

[Adoption date: January 7, 2003]

LEGAL REFS.: ORC 3319.01; 3319.011; 3319.13; 3319.16
Family and Medical Leave Act

CROSS REFS.: CBA, Qualifications and Duties of the Superintendent
GBR, Family and Medical Leave

INCAPACITY OF THE SUPERINTENDENT

A superintendent pro tempore is appointed by a majority of the members of the Board upon determining that the Superintendent is incapacitated in such a manner that he/she is unable to perform the duties of that office. Such incapacity is determined:

1. by request of the Superintendent, if the Superintendent is absent with pay for reasons of personal illness, injury or exposure to contagious disease which could be communicated to others;
2. upon certification of the attending physician that the Superintendent is unable to perform the duties of the office of Superintendent;
3. upon the determination of a referee that the Superintendent is unable to perform the duties of the office of Superintendent;
4. upon the granting of a leave of absence without pay requested by the Superintendent for reasons of illness, injury or other disability or
5. upon the placing of the Superintendent upon an unrequested leave of absence without pay for reasons of illness or other disability.

During the period of incapacity, the Superintendent may:

1. at his/her request, be placed on sick leave, with pay, not to exceed the extent of his/her accumulated, but unused, sick leave and any advancement of such sick leave which may be authorized by Board policy;
2. at his/her request, or without such request, pursuant to the Family and Medical Leave Act, be placed on unpaid FMLA leave for up to 12 weeks per year and
3. at his/her request, or without his/her request, the Superintendent may be placed on a leave of absence without pay.

The leave provided during the period of incapacity (described above) will not extend beyond the contract or term of office.

The Superintendent may, upon request to the Board, be returned to active-duty status, unless the Board denies the request within 10 days of receipt of the request. The Board may require the Superintendent to establish to its satisfaction that he/she is capable of resuming such duties and that the duties be resumed on a full-time basis.

The Board may demand that the Superintendent return to active service; upon the determination that he/she is able to resume his/her duties, the Superintendent will return to active service.

The Superintendent may request a hearing before the Board on any action taken under this policy and has the same rights as are granted under State law.

The Board fixes the compensation of the Superintendent Pro Tempore in accordance with State law. He/She serves until the Superintendent's incapacity is removed or until the expiration of the Superintendent's contract or term of office, whichever is earlier.

(Approval date: January 7, 2003)

RECRUITMENT AND APPOINTMENT OF THE SUPERINTENDENT

The Board vests the primary responsibility for the administration of this Educational Service Center in the Superintendent. The appointment of that officer is, therefore, one of the most important functions the Board can perform.

Whenever the position of Superintendent shall be vacant, the Board shall appoint a Superintendent as chief executive officer and fix his/her salary and term of office, which shall be no more than five years per each contract.

The Board shall actively seek the best qualified and most capable candidate for the position of Superintendent. It may be aided in this task by a committee of Board members, the services of professional consultants, the counsel of the retiring Superintendent and the participation of members of the community.

Recruitment procedures shall be prepared in advance of the search and shall include the following:

1. preparation of a written job specification for the position of Superintendent
2. preparation of written specifications of qualification (in addition to proper State certification);
3. preparation of informative material describing this ESC and its educational goals;
4. where feasible, the opportunity for applicants to visit the ESC;
5. the requirement that each serious candidate for the position be interviewed by Board members in a format which encourages him/her to express his/her educational philosophy;
6. solicitation of applications from a wide geographical area and
7. consideration of all applicants fairly without discrimination on the basis of race, sex, age, religion, ethnic background or other condition unrelated to the position of Superintendent.

No person may be employed as Superintendent unless he/she has signed an employment contract with the Board. Such contract shall include:

1. the term for which employment is contracted, including beginning and ending dates (said term shall not exceed five years);

2. the salary that the Superintendent shall be paid and the intervals at which he/she shall be paid;
3. the benefits to which he/she is entitled and
4. such other matters as may be necessary to a full and complete understanding of the employment contract.

1 of 2

Any candidate's misstatement of fact, material to his/her qualification for employment or the determination of his/her salary, shall be considered by this Board to constitute grounds for his/her dismissal.

Employment of a Local District Superintendent by the Superintendent of the Fairfield County Schools' Educational Service Center

The ESC Superintendent by law shall recommend for employment or re-employment all persons for the position of a local district superintendent in this ESC. This policy specifies the method for so doing.

Recruitment procedures shall be prepared in advance of the search and may include the following:

1. the preparation of a written job specification for the position;
2. the preparation of informative material describing the local district and its educational goals;
3. the solicitation of applications from a wide geographical area;
4. the consideration of all applicants fairly without discrimination on the basis of race, sex, age, religion, ethnic background or other conditions unrelated to the position;
5. where feasible, the opportunity for applicants to visit the school(s) of the ESC or
6. the requirement that each serious candidate for the position be interviewed by the ESC Superintendent in a format that encourages him/her to express his/her educational philosophy.

The ESC Superintendent shall recommend to the local district board the best candidate for the position. The local board shall appoint a candidate recommended by the ESC Superintendent, except that three-fourths of the full membership of the Board, after considering two nominations for the position of local superintendent made by the ESC Superintendent, may employ or re-employ a person not so nominated.

Any candidate's misstatement of fact, material to his/her qualification for employment or the determination of his/her salary, shall be considered to constitute grounds for his/her subsequent dismissal.

[Adoption date: January 7, 2003]

LEGAL REFS.: ORC 3319.01

Fairfield County Educational Service Center, Lancaster, Ohio

OAC 3301-21-07
3301-23-19

2 of 2

SUPERINTENDENT'S CONTRACT

The appointment of the Superintendent is secured through a written agreement stating the terms of the contract. The contract meets all State requirements and protects the rights of both the Board and the Superintendent.

The Superintendent is appointed for a term not to exceed five years. The term commences on August 1 and continues through July 31 of the year in which the contract expires. The period of time in which a Superintendent's contract may be renewed begins on January 1 of the year prior to the contract's expiration and ends on March 1 of the year in which the contract expires.

Salary and benefits are determined by the Board at the time of the appointment and are reviewed by the Board each year.

If at any time, in the opinion of the majority of Board members, the Superintendent's services are considered unsatisfactory, he/she may be notified and may be given an opportunity to correct the deficiencies. Nothing in this policy shall prevent the Board from making the final determination regarding the renewal or nonrenewal of the Superintendent's contract.

If the Board intends to nonrenew the Superintendent's contract, notice in writing of the intended nonrenewal will be given to the Superintendent on or before March 1 of the year in which the contract expires.

[Adoption date: January 7, 2003]

LEGAL REFS.: ORC 3319.01; 3319.12

CROSS REFS.: BCD, Board-Superintendent Relationship (Also CBI)
CBA, Qualifications and Duties of the Superintendent
CBAA, Incapacity of the Superintendent
CBG, Evaluation of the Superintendent (Also AFB)

EVALUATION OF THE SUPERINTENDENT

The Board evaluates the performance of the Superintendent in order to assist both the Board and the Superintendent in the proper discharge of their responsibilities and to enable the Board to provide the ESC with the best possible leadership.

Through evaluation of the Superintendent, the Board strives to:

1. clarify the role of the Superintendent as seen by the Board;
2. develop harmonious working relationships between the Board and Superintendent;
3. provide administrative leadership for the ESC and
4. identify strengths and weaknesses of the Superintendent's performance.

Criteria for the evaluation of the Superintendent are based upon the Superintendent's job description and relate directly to each of the tasks described. The job description and any revisions thereto are developed in consultation with the Superintendent and adopted by the Board.

The Board evaluates the abilities and services of the Superintendent at least once a year.

The evaluation of the Superintendent's abilities and performance is written and made available to and discussed with the Superintendent in conference. The Board must consider the evaluation of the Superintendent in acting to renew or nonrenew his/her contract.

[Adoption date: January 7, 2003]

LEGAL REFS.: ORC 121.22
3319.01

CROSS REFS.: BDC, Executive Sessions
CBA, Qualifications and Duties of the Superintendent
CBC, Superintendent's Contract

SUPERINTENDENT'S TERMINATION OF EMPLOYMENT

If the services of the Superintendent are found, on the basis of one or more prior evaluations, to be unsatisfactory to the Board, he/she shall be notified by the Treasurer and given an opportunity to correct the conditions prior to the expiration of his/her present contract. If his/her services continue to be unsatisfactory, the Superintendent shall be notified in writing by the Treasurer, as approved by the Board, of the Board's intent, at least two months prior to March 1 of the expiration date of his/her contract, that his/her contract will not be renewed.

[Adoption date: January 7, 2003]

LEGAL REF.: ORC 3319.01

BOARD-SUPERINTENDENT RELATIONSHIP

The Board believes that, in general, it is the primary duty of the Board to establish policies and that of the Superintendent to administer such policies. Policy should not be originated or changed without the recommendation of the Superintendent, while the Superintendent should be given the latitude to determine the best method of implementing the policies of the Board.

The Superintendent, as the chief administrative officer of the ESC, is the primary professional advisor to the Board. He/She is responsible for the development, supervision and operation of the school program and facilities. His/Her methods should be made known to the staff through the administrative procedures of the ESC. The Board shall retain oversight supervision of such procedures.

The Board is responsible for determining the success of the Superintendent in meeting the goals established by the Board through annual evaluations of the Superintendent's performance. The Board, in formulating its position with regard to the performance of the Superintendent, shall rely on the objective outcomes of its evaluations rather than on subjective opinions.

[Adoption date: January 7, 2003]

ADMINISTRATIVE ORGANIZATION PLAN

The organization of this ESC shall be designed to meet the objectives set by the Board, ensure clear lines of authority and responsibility and define each position with clarity.

The Superintendent shall be the chief executive officer of the ESC. The Superintendent shall define and establish those administrative positions required to implement the educational system and program established by the Board. In each case, the Board will approve the broad purpose and function of the position in harmony with State law and regulations.

Responsibility shall flow clearly from the Superintendent through the administrative staff to the operational personnel. It shall be the responsibility of the Superintendent to determine the need for and define operational requirements sufficient to ensure the smooth functioning of the ESC. Maintenance of an efficient, skilled operational staff is essential to the effective performance of any system and it is the Board's intent to maintain an operational and technical staff with a high level of competence. On occasion, the Superintendent may find it necessary to recommend to the Board the employment of specialists or consultants to maintain or support programs implemented by the ESC in areas requiring specialized knowledge. These positions will be considered by the Board on the merits of their contributions to the ESC and approved on the specific conditions of the stated contract or agreement.

[Adoption date: January 7, 2003]

ORGANIZATIONAL CHART

In MacFlow

[Adoption date: January 7, 2003]

CROSS REF.: CCB, Line and Staff Relations

STAFF RELATIONS AND LINES OF AUTHORITY

The Superintendent establishes clear understandings on the part of all personnel of the working relationships in the ESC.

Lines of direct authority are those approved by the Board and are shown on the ESC's organizational chart.

Personnel are expected to refer matters requiring administrative action to the administrator to whom they are responsible. The administrator refers such matters to the next higher administrative authority when necessary. All personnel are expected to keep the person to whom they are immediately responsible informed of their activities by whatever means the person in charge deems appropriate.

Lines of authority do not restrict in any way the cooperative, sensible working together of all staff members at all levels in order to develop the best possible school programs and services. The established lines of authority represent direction of authority and responsibility. When the staff is working together, the lines represent avenues for a two-way flow of ideas to improve the program and operations of the ESC.

[Adoption date: January 7, 2003]

CROSS REFS.: ABB, Staff Involvement in Decision Making (Also GBB)
ACAA, Sexual Harassment
BG, Board-Staff Communications (Also GBD)
KL, Public Complaints

ADMINISTRATIVE COUNCILS, CABINETS AND COMMITTEES

The Superintendent may establish such permanent or temporary councils, cabinets and committees as are necessary for proper administration of the Board policies and for the improvement of the total educational program.

All councils, cabinets and committees created by the Superintendent are for the purposes of obtaining the advice and counsel of administrative and supervisory personnel of the ESC and aiding in ESC communication. Functioning in an advisory capacity, such groups may make recommendations for submission to the Board through the Superintendent. Authority for establishing policy remains with the Board. Authority and responsibility for implementing policy remain, with the Superintendent.

The membership composition and responsibilities of administrative councils, cabinets and committees are defined by the Superintendent and may be changed at his/her discretion.

Such councils, cabinets and committees need not meet the requirements of the Sunshine Law.

[Adoption date: January 7, 2003]

CROSS REF.: BF, Board Policy Development and Adoption

POLICY IMPLEMENTATION

The Superintendent is responsible for carrying out, through regulations, the policies established by the Board. It is expected that all Board employees follow all Board policies and regulations.

[Adoption date: January 7, 2003]

LEGAL REFS.: ORC 3313.17; 3313.20; 3313.33; 3313.47

DEVELOPMENT OF REGULATIONS

The Board delegates to the Superintendent the function of specifying required actions and designing the regulations and detailed arrangements under which the schools operate. They must be consistent with the policies adopted by the Board.

The Board itself formulates and adopts regulations only when required by law, or when the Superintendent recommends Board adoption in light of strong community attitudes and/or potential staff reaction.

[Adoption date: January 7, 2003]

LEGAL REFS.: ORC 3313.17; 3313.33; 3313.47

CROSS REF.: CH, Policy Implementation

BOARD REVIEW OF REGULATIONS

The Board reviews regulations developed by the administration to implement policy. The Board revises or nullifies such regulations only when they are inconsistent with policies adopted by the Board or when they are not in the best interest of the ESC.

Before issuance, Board regulations are properly titled and coded as appropriate to subject and in conformance with the codification system selected by the Board. Those officially approved by the Board are so marked. All others appearing in the manual are considered approved, provided that they are in accordance with the accompanying Board policy.

[Adoption date: January 7, 2003]

LEGAL REFS.: ORC 3313.17; 3313.20; 3313.33; 3313.47

CROSS REF.: CHC, Regulations Dissemination

REGULATIONS DISSEMINATION

Districtwide regulations are appropriately coded and included in the policy manual, which is available in the Board offices and in each school building.

The Superintendent devises a means for disseminating particular regulations, prior to their effective dates, to the staff members, students and/or members of the public who are directly affected by them.

[Adoption date: January 7, 2003]

LEGAL REFS.: ORC 3313.17; 3313.33; 3313.47

CROSS REF.: CH, Policy Implementation

APPROVAL OF HANDBOOKS AND DIRECTIVES

In order that pertinent Board policies, regulations and school rules are known by all staff members affected by them, administrators are granted authority to issue staff and student handbooks as necessary.

It is essential that the contents of all handbooks conform with Districtwide policies and regulations and that all handbooks bearing the name of the ESC be of a quality that reflects credit on the ESC.

The Board reviews and approves the handbooks in order that the contents are accorded the legal status of Board-approved policy and regulations. The Superintendent uses his/her judgment as to whether specific handbooks need Board approval. All handbooks published are to be made available to the Board for informational purposes.

[Adoption date: January 7, 2003]

LEGAL REF.: ORC 3313.20

CROSS REFS.: Staff Handbook
Student Handbook

ADMINISTRATION IN POLICY ABSENCE

In the absence of Board policy, the Superintendent may take temporary action that would be in accordance with the overall policy of the Board. The Superintendent is not free to act when the action involves a duty of the Board that by law cannot be delegated.

In each case, the Superintendent shall present the matter to the Board for its consideration at its next meeting.

[Adoption date: January 7, 2003]

LEGAL REFS.: ORC 3313.18; 3313.20