

## **Duties of the Superintendent for the Marblehead Public Schools**

The Superintendent's responsibility shall be the administration of the school system in accordance with the School Committee's policies and Massachusetts General Laws.

### **A. Relationship with School Committee**

The School Committee (SC) relies on the Superintendent to establish clear direction for SC meetings by providing agendas and support materials that allow for good policy formation and informed decision-making. It is expected that the Superintendent will support and implement the policies and directives and effectively communicate these to students, staff, parents, and members of the community. For instance, the Superintendent will:

- Keep the SC informed on issues, needs and operations of the system
- Supply professional advice to the SC on items requiring SC action, with appropriate recommendations based on thorough study and analysis
- Respond to SC directives and initiatives in a timely manner
- Collaborate with the SC to develop the district's Strategic Plan and work to accomplish the goals and objectives set forth in the plan

### **B. Educational Leadership**

The Superintendent's decisions must focus on addressing the needs of all students. In order to provide effective leadership, the Superintendent should keep abreast of the latest developments in the field of education. Curriculum development and evaluation, professional development and evaluation, and student assessment should all be considered in the formulation of short and long range goals and objectives. For instance, the Superintendent will:

- Understand and be informed regarding all aspects of the instructional program
- Manage an effective curriculum leadership structure to ensure oversight and evaluation of curriculum and instruction; ensure a continuum of curriculum from grade to grade; and, where appropriate, promote interdisciplinary instruction of subject matter
- Hold principals accountable to high standards and demand high expectations for student achievement as measured in a variety of ways, including, student presentations of comprehensive projects, portfolios, and high rates of student participation in a broad range of educational experiences, as well as improved standardized test scores and college placement

### **C. General Management/Organizational Leadership**

The Superintendent is responsible for the efficient operation of the school system. The Superintendent is expected to provide leadership to the SC in the development of these goals and objectives and also to guide the staff in meeting these goals and objectives. It is important that the Superintendent be familiar with and have a strong understanding of state and federal laws, MA Department of Education regulations, and Marblehead School Committee policy. For instance, the Superintendent will:

- Apply strategic planning techniques that foster sound, systematic approaches and facilitate constructive change
- Supervise operations, insisting on competent and efficient performance
- Be knowledgeable in all auxiliary programs, such as transportation, food service, pupil services, maintenance, and facilities management

### **D. Budget Management**

The Superintendent has the responsibility to present the budget to the SC in a manner that promotes each member's full understanding. The SC in turn has the responsibility of approving the budget. The budget should take into consideration the needs of the entire system based on a formal assessment process. The need to promote the school system and gather community support for school finances is an integral component of the budget process. For instance, the Superintendent will:

- Thoroughly evaluate the needs of the district, both education- and facility-wise
- Use budgeting as a management tool in translating school district development plans and objectives into program budgets, and successfully articulate the budgets to the SC, the school district staff, the Finance Committee, and the community
- Make budget recommendations that articulate the impact of fiscal decisions on the district's programs
- Understand the Town's finances and work with the Finance Committee and Town Administrator to build support for responsible funding of the school budget, judiciously employing compromise and conviction
- Advocate for the needs of the district and foster community support by speaking and writing about the importance of a strong public school system

**E. Personnel Management**

The Superintendent is responsible, either directly or indirectly, for the hiring of all school personnel. Personnel decisions should be approached in a non-discriminatory and impartial manner. It is the Superintendent's responsibility to foster an environment conducive to good teaching. The Superintendent should be alert to issues that affect staff morale, should be actively involved in the staff evaluation program, and should provide a balanced staff development program. The SC should be kept informed of appropriate matters in collective bargaining, performance standards, professional development, and grievances. For instance, the Superintendent will:

- Support Professional Development
- Utilize staff evaluation as a means to improve instruction and student outcomes
- Delegate authority and responsibility to appropriate staff members and encourage collaboration in planning and program development
- Demonstrate an appreciation for, and sensitivity to, the diversity of individuals

**F. Communications and Public Relations**

Public Awareness is the cornerstone for support in our community. The Superintendent should ensure that staff, parents, and the community are kept informed of the mission and accomplishments of the school district. For instance, the Superintendent will:

- Educate and inform the public by submitting articles to the local newspaper periodically and utilize speaking opportunities to address issues facing the schools
- Foster support within the community by building working relationships with town leaders and be visible and responsive to staff, parents, and the community

**G. Personal Qualities and Characteristics**

It is expected that the Superintendent will, at all times, represent the school system in a professional manner. The Superintendent should encourage open communication with staff, administrators, SC members, and the community. For instance, the Superintendent will:

- Maintain high standards of ethics, honesty, and integrity in personal and professional matters
- Defend principles with conviction in the face of pressure and partisan influence
- Speak effectively in front of small and large groups and express ideas in a logical and forthright manner