Superintendent Roles

KEY QUESTION: “Am I providing effective educational leadership to the board in pointing out areas where policy is needed, or am I usurping the board’s responsibility by establishing policy? Worse yet, am I forcing the board to make administrative decisions because I don’t want to take the responsibility?”

The Superintendent Should:

1. C.E.O.  
   Serve as the chief executive officer, professional planner and educational advisor on all matters. Insist that the board – with community and staff input – participate in setting the goals and direction for the district.

2. Loyal  
   Remain loyal to the board and faithfully implement its decisions and policies, even if it has opposed their adoption.

3. Source of Information  
   Keep the board fully and accurately informed about school programs, problems and progress.

4. Management Expert  
   Interpret the needs of the school system and make professional recommendations on all problems and issues considered by the board.

5. Education Expert  
   Devote a large share of time to the management of instruction, be alert to advances and improvements in educational programs, and be prepared to recommend initiatives to the board.

6. Public Relations  
   Lead in the development and operations of an adequate program of school-community relations, and participate in community activities to stay visible and accessible.

7. Personnel  
   Exhibit high standards in recommending all candidates for appointment and promotion. Be strong proponent for both effective staff supervision and a productive staff development program.

8. Fiscal Operations  
   Present for consideration an annual budget that is designed to serve the needs of the school system. Establish and manage the financial operations of the school district to ensure adherence to the budget and wise use of school funds.

9. Welcome Constructive Evaluation  
   Encourage the board to evaluate progress of the district toward stated goals and objectives; participate in the board self-evaluation as a member of the team.