

# SUPERINTENDENT

## Roles & Responsibilities in Various Configurations

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Interim Superintendent  
Green Township Public Schools  
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# Role of the Superintendent

- Chief School Administrator of the District
- Instructional Leadership
  - Ensures the provision of a thorough and efficient education as defined by State law and code (N.J.S.A 18A & N.J.A.C. 6A, etc.)
  - Ensures that goals of the system are reflected in the educational program, and that it supports student achievement for all students
  - Provides timely completion of annual District and school-level reporting and planning requirements and reports to the public as required
  - Ensures that all curriculum and programs of study are in accordance with Board adopted evaluation schedule and recommends curriculum, textbooks in alignment with the NJSLs and ensures the monitoring of student achievement
  - Ensures evaluation of staff as well as their professional development meet all State requirements

# Role of the Superintendent

- **Personnel Administration**
  - Interviews, recommends for hire, directs, and evaluates all employees
  - Ensures the provision of in-service training required by State and Federal law for all staff
  - Provides direction and support to all staff members
  - Advises the Board in negotiations
  - Ensures that all staff are appropriately certified
  - Ensures that all employees have completed all State required background checks
  - Other aspects of Personnel Administration as required by State & Federal Law. (N.J.S.A 18A & N.J.A.C. 6A, etc.)

# Role of the Superintendent

- Fiscal Management
  - Ensures that the budget supports the implementation of District Goals
  - Initiates and supervises development of the annual budget and encourages sound business practices
  - Ensures the development of a 3-5 year Comprehensive Maintenance and Long Range Facilities plan as required by law

# Role of the Superintendent

- Student Services
  - Ensures that a free appropriate special education program and/or related services is available to all students with educational disabilities
  - Develops, oversees and reviews data for the district's intervention and referral services model and programming for struggling students
  - Ensures all State & Federal requirements are met with regard to conferral with nonpublic schools, procedures related to missing, neglected or abused children, and ensures access to school for homeless students in accordance with State and Federal law.

# Role of the Superintendent

- School / Community Relations
  - Promotes community support for the school(s) & District
  - Official communicator for the District
  - Ensures that District interests will be represented in meetings and activities with any and all government agencies
  - Maintains contact and good relationships with the local media, law enforcement agencies, and other local agencies
  - Develops strategies for parent and community involvement and provides opportunities for interactions between home and school

# Role of the Superintendent

- **School Safety & Security**
  - Ensures that a School Safety Specialist is appointed, trained and properly certified
  - Ensures that the Memorandum of Agreement with Law Enforcement is updated annually as required by law
  - Ensures that safety and security measures are in place and that all drills are conducted in compliance with State law, and that all trainings and reports are submitted to the State of NJ in a timely manner
  - Ensures the completion and submission of the School Safety & Security Plan and the Emergency Response Plan in accordance with State Law.

# Role of the Superintendent

- Policy Development
  - Carries out the Policies of the Board, exhibiting common sense in the implementation of policy and the interpretation of policy language
  - Advises the Board of the need for new, revised or deleted policies and prepares draft policies for the Board
  - Supervises the effective implementation of all constitutional or statutory laws, State regulation and BOE policies
  - Ensures that all Policies and Regulations are made available and instruction is given to all staff, students and stakeholders as may be necessary to implement Board Policy
  - Acts with own digression if action is necessary in any matter not covered by Board Policy and reports such action to the Board as soon as it is practicable



# Role of the Superintendent

- **Board Relations**
  - Provides leadership in the implementation of the District's vision, mission and goals
  - Serves as a non-voting member of the Board of Education and an ex-officio member of all BOE committees
  - Prepares and recommends short and long range plans for the Board and implements those plans when approved
  - Attends all regular and special meetings of the Board, and appoints a designee when unable to attend.
  - Recommends draft policies or changes to existing policies to the Board. Policies must be in compliance with State and Federal law.

# Role of the Superintendent

- **Board Relations (continued)**
  - Prepares the agenda for all BOE meetings in conjunction with the Board President and communicates with the Board between meetings to prepare them for pending Board action
  - Fulfills all statutory obligations and implements the education law of the State of NJ and the administrative code of the NJ Department of Education
  - Advises the Board of its responsibilities under the Code of Ethics for all NJ BOE members

# Role of the Principal

- Instructional Leader and Manager of the School
- School Leadership
  - Management of the school in accordance with law, administrative code and BOE Policies and Regulations
  - Exercises leadership in school-level planning for improvement of instruction and maintains and effective learning environment in the school
  - Keeps the superintendent informed of school activities and needs, and works closely with Central Office staff on matters related to the school

# Role of the Principal

- **Instructional Leader**
  - Assists in the selection of appropriate materials and monitors the delivery of instruction
  - Participates in the development, evaluation and the revision of curriculum and assumes responsibility for the implementation of approved programs
  - Plans, organizes and supervises all curricular and extracurricular activities
  - Observes and evaluates all teaching staff members formally and informally in accordance with N.J.A.C. 6A, TeachNJ, AchieveNJ and District policies (including Teacher Practice, SGP, SGO)
  - Conducts staff meetings and opportunities for professional development for the proper functioning of the school
  - Ensures the creation and monitoring of teacher developed Student Growth Objectives (SGOs) as required by TeachNJ & AchieveNJ

# Role of the Principal

- Management and Administration
  - Prepares and submits budget requests and monitors the expenditure of funds
  - Establishes and maintains an efficient office system to support administrative functions of the school
  - Ensures the security of student and personnel files as well as other confidential records related to the school
  - Reports incidents of violence, vandalism and substance abuse, works cooperatively with law enforcement, as required by NJ State law
  - Oversight of the preparation and submission of all reports, records and other required documents
  - Ensures the proper collection and accounting related to school activity funds

# Role of the Principal

- Scheduling
  - Develops and maintains a master schedule for the academic and extracurricular programs and works cooperatively with the School Business Administrator to schedule community use of the facility and grounds
  - Approves the master teaching schedule and classroom assignments
  - Plans, schedules and supervises all emergency drills as required by NJ State Law

# Role of the Principal

- **Contact with Students**
  - Supervises all student interactions and sets the tone for culture and climate of the school
  - Maintains high standards for student conduct
  - Enforces discipline when necessary in accordance with Board Policy and other approved related documents
  - Oversees the planning and implementation of Intervention and Referral Services
  - Plans, approves of and engages in programs to support and supplement high expectations for behavior, achievement and skill development

# Role of the Principal

- Contact with Stakeholders
  - Attends special events and activities related to student growth and achievement
  - Plans and schedules parent teacher conferences annually
  - Acts as a liaison between home and school, and interprets District policies putting school procedures into context
  - Adheres to the notification procedures established in State and Federal law, and in the MOA with Law Enforcement as required



# Role of the Principal

- Policies & Regulations
  - Follows all required processes of the chain of command
  - Ensures that all requirements of HIB law are followed as identified by law
  - Is familiar with the BOE Policy manual and assists with the writing of Regulations as needed
  - Confers with the Superintendent on interpretation of BOE Policy implementation

# Green Township School District

- Small District with limited administrative threshold:
  - Principal serves as the District Curriculum Coordinator, Affirmative Action Officer, and School Safety Specialist
  - Superintendent serves as the Director of Personnel, Professional Development Coordinator and Entitlement Grant Manager
  - In order to adhere to the requirements of TEACHNJ and AchieveNJ, that state all teachers must be observed by multiple qualified administrators, both the Principal and Superintendent must share duties for teacher observation.
  - The District has no other instructional administrators (assistant principal, instructional supervisors, assistant superintendent) nor is Green large enough to support additional administrators based on the NJDOE calculation for administrative costs

# Teacher Observation and Evaluation

Staff	Superintendent	Principal	Total
Teaching Staff	81 observations 1 evaluation	81 observations 48 evaluations	211
Administrators	4 observations 2 evaluations		6
Total	88	129	217

- In larger districts, the Superintendent does not typically observe every teaching staff member. This function is fulfilled by assistant superintendents, directors, supervisors, principals and assistant principals

# How Long Does Observation Take?

- Each teaching staff member requires multiple observers
- 1 observation for each staff member must be announced and pre and post observation conferences are required
- Total time for the announced observation is 15-20 minute pre-observation conference, plus a 42 minute observation, plus a 15-30 minute post observation conference
- It takes about an hour to complete each observation form.
- Non-tenured staff require a minimum of 3 observations and 1 summative evaluation. Tenured staff require a minimum of 2 observations and 1 summative evaluation. Staff on a Corrective Action Plan require a minimum of 4 observations and 1 summative evaluation.

# Observation & Evaluation

<b>Announced Observation Time</b> (including pre & post observation conferences)	<b># of Announced Observations</b>	<b>Total Time for Announced Observations</b>
137 minutes	50	Approx. 114 hours
<b>Unannounced Observation Time</b> (including post observation conference)	<b># of Unannounced Observations</b>	<b>Total Time for Unannounced Observations</b>
120 minutes	66	Approx. 132 hours
<b>Evaluation Time</b>	<b># of Evaluations</b>	<b>Total Time for Evaluations</b>
80 minutes	51	Approx. 68 hours

# Minimum Time for Evaluation Process

- It takes approximately 314 hours to complete the observation and evaluation process for Green Township School District teaching staff members and administrators
- There are 2 certified, trained observers to complete this work (Superintendent & Principal)

# Superintendent / Principal

- The Superintendent / Principal is responsible for all aspects of both positions
- This configuration may attempt to reduce administrative costs, but is not practical in the daily fulfillment of the responsibilities outlined here, especially without the assistance of another certified instructional administrator who holds a Principal certification

# Interim Superintendent

- Retired CSA who holds the proper credentials to serve in the role of the Superintendent
- With approval of the Executive County Superintendent, an interim can only serve in any one District for 1 year, but may be extended for another year (2 years) if additional permission is granted.
- Recently signed P.L. 2019 c. 184 indicates that an interim may serve for “more than 2 years” with the approval of the Commissioner of Education only if it is determined to be in the “best interest of the District”
- Short-term option based on approvals by NJDOE
- Long-term strategies may not be practicable due to short-term nature of the position



# Shared Superintendent

- Must fulfill all of the duties of Superintendent in more than one district
- Shared nature of the position means that neither district has the full attention of the Superintendent, as the individual must be responsible to more than one BOE, community, administrative team and staff, as well as more than one district's operational and fiscal needs.

# Superintendent Search

- Next Steps in the decision-making process
  - NJSBA Information
  - Board Discussion