



**DEL MAR UNION SCHOOL DISTRICT
ARTICLE 2
ADMINISTRATION
(Series 2000)**

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NOTE: The CSBA comprehensive index/table of contents is widely used by districts throughout the state. It provides a standard index system designed to accommodate future policies/regulations and at the same time provides a table of contents for this manual. This manual contains only those Board policies (BP), administrative regulations (AR) and exhibits (E) specified in the right-hand column.

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DEL MAR UNION SCHOOL DISTRICT
ADMINISTRATION

BOARD POLICY 2000: CONCEPTS AND ROLES

The Governing Board recognizes that district administration performs essential roles and functions in support of student learning, including the provision of instructional support and services to schools as well as the responsible management of district resources and personnel.

The Board expects district administration to provide leadership in developing and implementing the district's vision and goals for the educational program and in evaluating and reporting on the district's progress toward that vision. District administration is expected to help shape the culture and environment of the district in a manner that instills confidence in district schools, encourages positive relationships with the community, and focuses district operations on enhancing student achievement.

The Superintendent is the chief executive officer and educational leader of the district. As a member of the governance team, he/she shall advise and assist the Board in the exercise of its governance responsibilities.

The Superintendent is granted the authority to make decisions concerning district operations within the parameters of law and Board policy. He/she shall be responsible for developing administrative structures and decision-making processes that allow the district to fulfill its responsibilities in an efficient manner. The Superintendent may delegate to other district staff any duties imposed upon him/her by the Board. This delegation shall not relieve the Superintendent of responsibility for actions taken by his/her designees.

Legal Reference:

EDUCATION CODE

- 35020 *Duties of employees fixed by governing board*
- 35026 *Employment of district superintendent by certain district*
- 35028 *Qualifications for employment*
- 35029 *Waiver of credential requirements*
- 35031 *Term of employment*
- 35033 *District superintendent for certain districts*
- 35034 *District superintendent of certain districts*
- 35035 *Powers and duties of superintendent*
- 35160 *Authority of governing boards*
- 35160.1 *Broad authority of school districts*
- 35161 *Powers and duties generally*

Management Resources:

CSBA PUBLICATIONS

Maximizing School Board Leadership: Human Resources, 1996

WEB SITES

CSBA: <http://www.csba.org>

Association of California School Administrators: <http://www.acsa.org>

American Association of School Administrators: <http://www.aasa.org>

DEL MAR UNION SCHOOL DISTRICT
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BOARD POLICY 2110: SUPERINTENDENT RESPONSIBILITIES AND DUTIES

The Governing Board desires to set clear expectations of the Superintendent's responsibilities and duties in order to establish a productive working relationship with the Superintendent, ensure that the work of the Superintendent is focused on achievement of the district's vision and goals, and provide a fair basis for holding the Superintendent accountable. The responsibilities are detailed in law, Board policy and the Superintendent's contract.

As the chief executive officer of the district, the Superintendent shall implement all Board decisions and manage the schools in accordance with law and Board policies. The Superintendent has responsibilities related to students and the instructional program, personnel, noninstructional operations, and the community. The Superintendent also serves as a member of the district's governance team and has responsibilities to support Board operations and decision making.

The Superintendent may delegate any of his/her responsibilities and duties to other district staff but remains accountable to the Board for all areas of operation under the Superintendent's authority.

Legal Reference:

EDUCATION CODE

- 17604 Delegation of powers to agents*
- 17605 Delegation of authority to purchase supplies, equipment and services*
- 35020 Duties of employees set by governing board*
- 35026 Employment and duties of district superintendent*
- 35035 Additional powers and duties of superintendent*
- 48900 Authority of superintendent to recommend suspension or expulsion*

Management Resources:

CSBA PUBLICATIONS

Maximizing School Board Leadership, 1996

WEB SITES

CSBA: <http://www.csba.org>

ACSA: <http://www.acsa.org>

DEL MAR UNION SCHOOL DISTRICT
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BOARD POLICY 2111: SUPERINTENDENT GOVERNANCE STANDARDS

The Governing Board recognizes that effective district governance requires strong collaboration and teamwork with the Superintendent. Because the Board and Superintendent each have their unique roles and responsibilities, both contribute to the responsible governance of the district and the quality of education provided to the community's students.

The Superintendent is expected to hold himself/herself to the highest standards of ethical conduct and professionalism.

To support the Board in the governance of the district, the Superintendent:

1. Promotes the success of all students and supports the efforts of the Board to keep the district focused on learning and achievement
2. Values, advocates and supports public education
3. Recognizes and respects the differences of perspective and style on the Board and among staff, students, parents/guardians and the community - and ensures that the diverse range of views inform Board decisions
4. Acts with dignity, treats everyone with civility and respect, and understands the implications of demeanor and behavior
5. Serves as a model for the value of lifelong learning and supports the Board's continuous professional development
6. Works with the Board as a "governance team" and assures collective responsibility for building a unity of purpose, communicating a common vision and creating a positive organizational culture
7. Recognizes that the Board/Superintendent governance relationship is supported by the management team in the district
8. Understands the distinctions between Board and staff roles, and respects the role of the Board as the representative of the community
9. Understands that authority rests with the Board as a whole; provides guidance to the Board to assist in decision-making; and provides leadership, based on the direction of the Board as a whole

10. Communicates openly with trust and integrity, including providing all members of the Board with equal access to information and recognizing the importance of both responsive and anticipatory communications
11. Accepts leadership responsibility and accountability for implementing the vision, goals and policies of the district

Legal Reference:

EDUCATION CODE

35020 Duties of employees set by governing board

Management Resources:

CSBA PUBLICATIONS

Superintendent Governance Standards, 2001

CSBA Professional Governance Standards, 2000

AASA PUBLICATIONS

Professional Standards for the Superintendency, 1993

WEB SITES

CSBA: <http://www.csba.org>

ACSA: <http://www.acsa.org>

American Association of School Administrators: <http://www.aasa.org>

DEL MAR UNION SCHOOL DISTRICT
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BOARD POLICY 2120: SUPERINTENDENT RECRUITMENT AND SELECTION

The Governing Board recognizes that it has a direct responsibility to select and employ the Superintendent. Whenever it becomes necessary for the Board to fill a vacancy in the position of Superintendent, the Board shall work diligently to employ a person whose management and leadership abilities are most closely aligned with district needs.

The Board shall establish and implement a search and selection process that includes consideration of:

1. The district's current and long-term needs, including a review of the district's vision and goals
2. The desired characteristics of a new Superintendent, including professional experience, educational qualifications, leadership characteristics, philosophy of education, and other management, technical, interpersonal and conceptual skills, as well as the priorities the Board wants to place on different abilities, traits and levels of knowledge
3. The scope of the search, including whether to promote from within the district or broaden the search to include both internal and external candidates and, if external candidates will be considered, whether to conduct a statewide or nationwide search
4. The salary range and benefits to be offered
5. Basic elements to be included in the Superintendent's contract
6. Whether to hire a professional adviser to facilitate the process
7. How and when to involve the community in certain phases of the selection process
8. The best methods for advertising the vacancy and recruiting qualified candidates
9. The process for screening applications and determining how the screener(s) will be selected
10. Interview questions, processes and participants
11. How and when candidates' qualifications will be verified through reference checks

12. Other actions necessary to ensure a fair selection process and a smooth transition to new leadership

Even if a professional adviser is used to facilitate the process, the Board shall retain the right and responsibility to oversee the process and to review all applications if desired.

The Board shall select candidates to be interviewed based on recommendations of the screener(s) and the Board's own assessment of how candidates meet the criteria established by the Board.

The Board shall interview preliminary and final candidates in closed session and determine the most likely match for the district. (Government Code 54957)

The selected candidate shall hold both a valid school administration certificate and a valid teacher's certificate. The Board may waive any credential requirement, but shall not employ a person whose credential has been revoked by the Commission on Teacher Credentialing pursuant to Education Code 44421-44427. (Education Code 35028, 35029, 35029.1)

Before offering the position to the selected candidate or making any announcements, Board members may visit that candidate's current district, as appropriate, to obtain verification of his/her qualifications.

The Board shall deliberate in closed session to affirm the selection of the candidate and shall report the selection in open session. (Government Code 54957)

The Board shall conduct these proceedings in accordance with legal and ethical obligations regarding confidentiality and equal opportunity.

As necessary, the Board may appoint an interim superintendent to manage the district during the selection process.

Legal Reference:

EDUCATION CODE

220 Prohibition of discrimination
35026 Employment of superintendent by board
35028 Certification
35029-35029.1 Waiver of credential requirement
35031 Term of employment
44420-44440 Revocation and suspension of certification documents

GOVERNMENT CODE

11135 Unlawful discrimination
12900-12996 California Fair Employment and Housing Act
53260-53264 Employment contracts
54954 Time and place of regular meetings
54957 Closed session personnel matters
54957.1 Closed session, public report of action taken

CODE OF REGULATIONS, TITLE 2

7287.6 Terms, conditions and privileges of employment

UNITED STATES CODE, TITLE 29

794 Section 504 of the Vocational Education Rehabilitation Act of 1973

UNITED STATES CODE, TITLE 42

2000d-2000d-7 Title VI, Civil Rights Act of 1964
2000e-2000e-17 Title VII, Civil Rights Act of 1964 as amended
2000h-2000h-6 Title IX, 1972 Education Act Amendments

12101-12213 Americans with Disabilities Act

CODE OF FEDERAL REGULATIONS, TITLE 28

35.101-35.190 Americans with Disabilities Act

CODE OF FEDERAL REGULATIONS, TITLE 34

100.6 Compliance information
106.9 Dissemination of nondiscrimination policy

Management Resources:

CSBA PUBLICATIONS

Maximizing School Board Leadership: Human Resources, 1996

WEB SITES

CSBA: <http://www.csba.org>

ACSA: <http://www.acsa.org>

Equal Employment Opportunity Commission: <http://www.eeoc.gov>

Office of Civil Rights: <http://www.ed.gov/offices/OCR>

Department of Fair Employment and Housing: <http://www.dfeh.ca.gov>

DEL MAR UNION SCHOOL DISTRICT
ADMINISTRATION

BOARD POLICY 2210:
ADMINISTRATIVE LEEWAY IN ABSENCE OF GOVERNING BOARD POLICY

Through Governing Board policy, the Board tries to anticipate critical policy issues that may affect district students and operations. However, the Board recognizes that questions may arise in the day-to-day operations of the schools that are not addressed in Board policy or administrative regulations. When resolution of such issues demands timely action, the Superintendent or designee shall have the authority to act on behalf of the district.

If the matter involves a policy decision that is likely to be controversial, or a matter that has a significant impact on student learning or safety, the Superintendent or designee shall notify the Board president as soon as practicable after its occurrence. The Board president shall then inform the Board as appropriate.

The Board president may schedule a review of the action at the next regular Board meeting.

If the action indicates the need for additions or revisions in Board policies, the Superintendent or designee shall make the necessary recommendations to the Board.

Legal Reference:

EDUCATION CODE

35035 Powers and duties of superintendent

Board Policy 2210 (replaces B.P. 9300.4 approved by the Board of Trustees: Dec. 8, 1999)

1st Reading of B.P. 2210 for the Board of Trustees: November 16, 2005

2nd Reading and Approval by the Board of Trustees: December 14, 2005

DEL MAR UNION SCHOOL DISTRICT
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BOARD POLICY 2220: ADMINISTRATIVE STAFF ORGANIZATION

The Superintendent shall organize the administrative staff in a manner that best supports the educational program through efficient operations, effective communications and direct assistance to schools.

The Superintendent shall maintain a current district organization chart, which designates lines of primary responsibility and the relationships between all district positions. The organizational chart shall be forwarded to the Board annually. Lines of responsibility shall in no way prevent staff members at all levels from collaborating, communicating and cooperating to develop the best possible programs and provide efficient services.

The Superintendent or designee may adjust staff responsibilities temporarily or permanently as needed to accommodate the workload and/or individual capabilities.

Legal Reference:

EDUCATION CODE

35010 *Control of district; prescription and enforcement of rules*

35020 *Duties of employees fixed by governing board*

35035 *Powers and duties of superintendent*

Management Resources:

WEB SITES

CSBA: <http://www.csba.org>

ACSA: <http://www.acsa.org>